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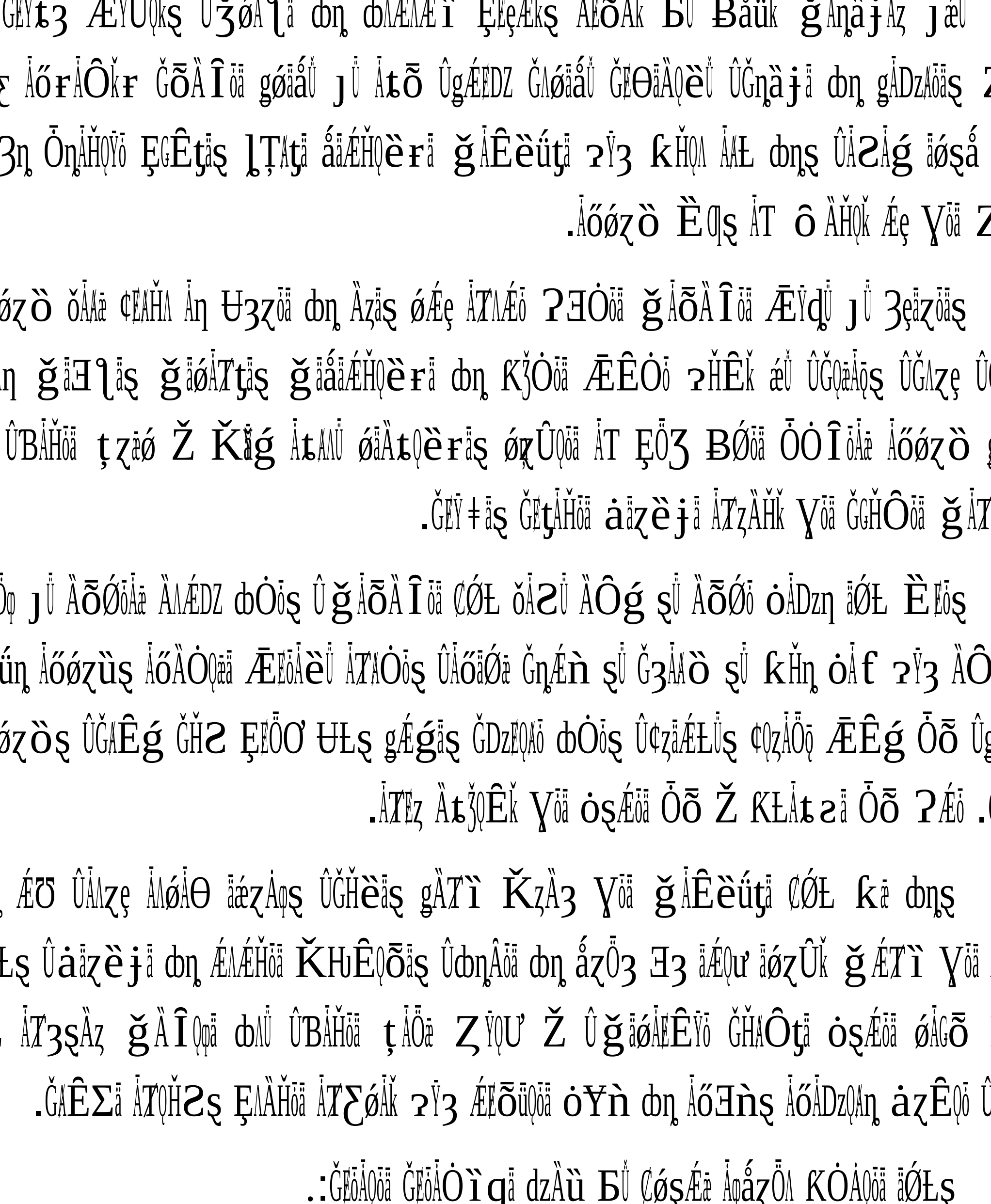
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5. [illegible]

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6. [illegible]:

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- [illegible].

1- [illegible] (1989) [illegible] 92.
2- [illegible] (1995) [illegible] 123.
3- [illegible] (1996) [illegible] 46.
4- [illegible] (1999) [illegible] 99.

- .ÅőäØæ Ǧŧǝǻę Ǧèäøá ȷȥȮǩ Æę șǕ ğÅèäøÆöä ȜÆģä ȸŋ äǒÂDZ ǦöÅΣä ȬǯǬ Æę
- ǒÅǺǬõŗä ȳÆȝș ǦöÅΣä ğäáÀÅŋ Ǧèäøá Ž ƘǦȮöä ĘŧȞǬöÅæ ǦöÅΣä Ǧèäøá ǰȤÅŋ ȔǦǩÀÅ .ÅƬ ɃÀŁÅȚöä ȤǒȥöÅæ
- ǒäÂDZǕ ƙæ ǦęɎȞöä șǕ ǦèäøÆöä Ȭǯŋ ģÆģȥöä ȝȲȝ ģÀǬúţä ȮŋäȥȞöä ǦöÅΣä Ǧèäøá ǰȤÅŋ áÆȜ .ģÆģäȥöä ģÀŁÅȚöä

æȥÀǫș ÛǦƸöÅȝ ģÀƬÎæ ȝǬŧǬǩ ǦÅøÅΘ ǦÊèúŋ øÅǬǹä Ǧèäøöä ȻØŁ ȯɎǹ ȸŋ ÅÅûǩøä ȬöØöș ÛƘŁÅŧƨä ÅȑóǝÊȮö ÅƬƸȞè Ȍ϶ ÅŧƸȥ ÅșȥȟɎŋ ÅùÅΙφ ȣÀȞǩș ÛǦÀǝäÂƨä ȧȥÊöä Ž ɃȥęǦφșǿä Ž ȣÀȞÀ ɃØöä ğäøÅƸÊöä ȝƸæ ţÅÛę ğÅÊèúŋ ÆģǕ ģøÅǬÁţä ǦÆȞöä ȷȥȮǩ ȷǕ ǴDZøɉäș ."ÀǝäÂƨä Åǩȥ΅ȥǩ" ǦÊèúŋ :ɄŁ ǦÊèúţä ȻØŁș .ǦÀÀǝäÂƨä ȧȥÊöä ȝȲȝ ģÆÅÆì ǦÊȥÀŋ ģƘǹɉä

ǬȞǦöä ğäșáǕ

ȤƸșȥǩ ȸŋ ȡÆæ ɎȤ ÛǦƸǫÆøƸţäș ǦƸøƸȞǬöä ǦȞƸǦÛöä ÅȒÀǕ ɄÊǬȮǩ Ǧèäøöä ȷǕ ȴȮШ :ɄŁș ǦƸDZøȤÅŋ ğäșáǕ

ğÅŋȥȲȞţäș ğÅφÅƸǦöä ȝŧƨ ǦƸǯȞǦöä ȮǝÅèȥöä ȴŁǕ ȸŋ ǦƸŧȲȞöä ǦȲæÅȮţä ÆȞǩ :ǦȲæÅȮţä _1 ǦȝȥŧƒșǕ ÀǹǕ ȌÁì ƙæș ǦȲæÅȮţÅæ ȴǝÅȮöä ǬģÅǦöä ƙæ ȼDZȥö ÅƬDZș ɄȚÅö øäȥģ ɄŁș ÛÅƸφäÆƸŋ ğÅõäøáɋä șǕ ğÅŁÅΘŗäș ǒäøɇä ȸȝ ƎǰǩÛğÅŋȥȲȞŋ ȝȲȝ ȯȥÔΣä ȸŋ ȸȮǬ ÎÅÁì ɉä ȸŋ ȷǕ ǦȲæÅȮţÅæ ȴǝÅȮöä ȸȮŧǬÅ Åŧõ ǦφșÀŋ ÀǯõǕ ÅƸüæ ǦƸŧȞȲȞöä ğäșáɉä ȸŋ ÅŁƘȡ ȸȝ àÅǬǬ ÛÀȝÅÎţäș ȸŋ ȡÆæ ɎȤ ÛÅÅȥÀì ÅφÅƸǦèä ÅȒÀǕ ƎǬȞǩ ÅŧõÛȯöúÊöä ȸŋ ÅȒŋÅȡ ȷȥȮÅ Æę Åŋ ƙǫȥȞǦŧȲȲÖ dzÀÎÅ ǦƸƬDZäȥŋ ǦęɎȝ Ž ÅÅȥÀì ğÅŋȥȲȞŋ ɄÛȞÅ āȥDZǬÊţÅȥ ğÅæÅDZǬä ǦæÅǬõ [1].

ȝƤ ôÀȣæ ǨŋÆÁǬèäș ÛģÀΣä ǦȲæÅȮţä ÅƵș ǦȲæÅȮţä ȸŋ ƙèÅèǕ ƙȝȥφ ÅÅŋÆÁǬèä Æęș ÅŋǕ ÛǦÊèúţä ǰǬÅţ ǦƸÅȮǬöä ÆφäȥȑÅæ ĘȞǬǬ ÅŧƸȥ ÅȮȥÔǹ ÛƙƸÅÅȮäș ƙÅșȥţä ȸŋ ǦęÀÅǬŋ ğÅŋȥȲȞŋ ÅÅȮ ȥŋÆę ȸŋÅ ǦõÀÎöä Ž ǦƸŋÅÊöä ğäøÅùǬäș ƙȮșúÊţä ȝŋ ÅŁÅÅÀDZǕ ÆȮȥ ǦÅÅȮţä ǦȲæÅȮţä .ģøÅŧǬèŗä Ž ȴƬƸȝ ǦģșÀÛţä ǦƸÅèɉä ÆÊģ ÛǦÊèúţä ȯȥģ ǦȝȥƸφ ğÅŋȥȲȞŋ

[1] - ÆÊǕ :øÆæ ȯȥȮǕ ǬȞǦöä ɄŧƸȞä ÛȸDZȥŁÅŋș (ȚƟ ÛǦŁÅȲÖöä ÛǦǫȮţä ÛǦƸáȥƸȞä 1996) Û ȟ 138.

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[illegible] .7

[illegible] :(image) [illegible]

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[illegible] [3]

[illegible] (JJ . Combin) [illegible]

[illegible] [4]

[illegible] [5]

1- [illegible] .42

2- [illegible] (1989 [illegible] .285

3- [illegible] 1997 [illegible] .20

4 - **Jean Jaques Combin, Robin Champitaz** : marketing stratégiques et opérationnel, (paris ,Dunod, 2002)p246.

5 -**René Monlinier** :Dictionnaire de la vente, (Paris,Ed : Vibert,2005),p140.

[illegible]

[illegible] :(**orgnization**) [illegible] [1].

[illegible] [2].

[illegible] [3]

[illegible] [4].

[illegible]

.366 [illegible] --[1]

[2] - **André Boyer** : Les indispensables de la gestion, (Paris, Ed : presse de l'université, 1994), p74.

[3] **- J. M. Auriac, A. Cavagnol et les autres :** Economie d'entreprise, (Paris, Ed : Casteilla, 1995), p.07

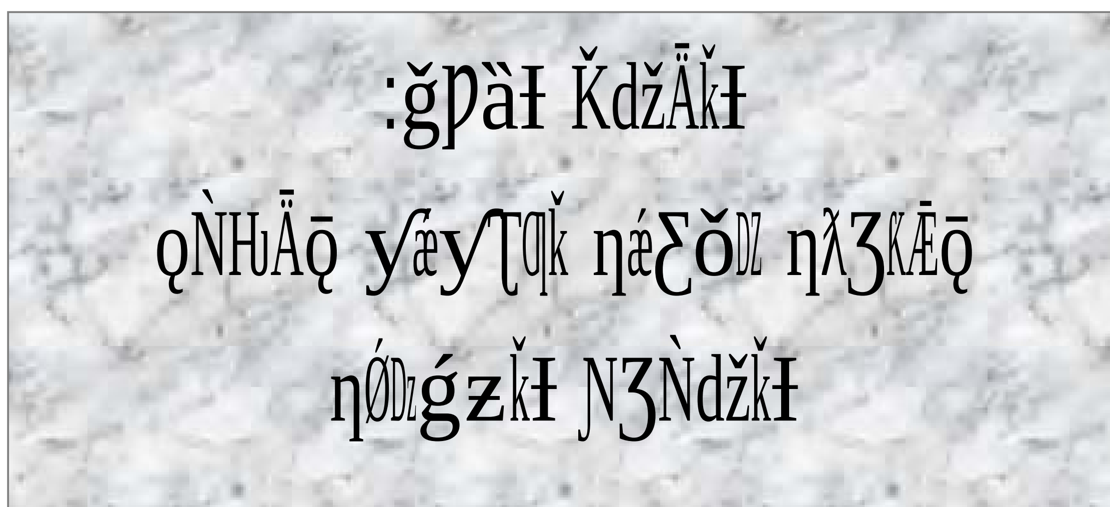
[4] **- IBID**. ,P.07

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[1] - [illegible] (2005 [illegible]) 270 [illegible].

[2] - [illegible] 4 [illegible].

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[illegible] [5]

[illegible] (stéréotype) [illegible] (image) [illegible]

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[1] - [illegible] 2007 [illegible] .5

[2] -**P. Kotler, B.Duboi** : marketing management ;(7, Paris, Nouveaux horizon, 1992), p620.

[3] - - [illegible] .5

[4] - **J. Lendrevie, D, Lindon,** Mercator, (Paris, Ed : Dunod, 2004) p

[5] - [illegible] 1997 [illegible] .20

[illegible]

[illegible] (I.R.E.P) [illegible]

[illegible] (Catherine Paris) [illegible] [1]

[illegible] (JJ . Combin) [illegible] [2]

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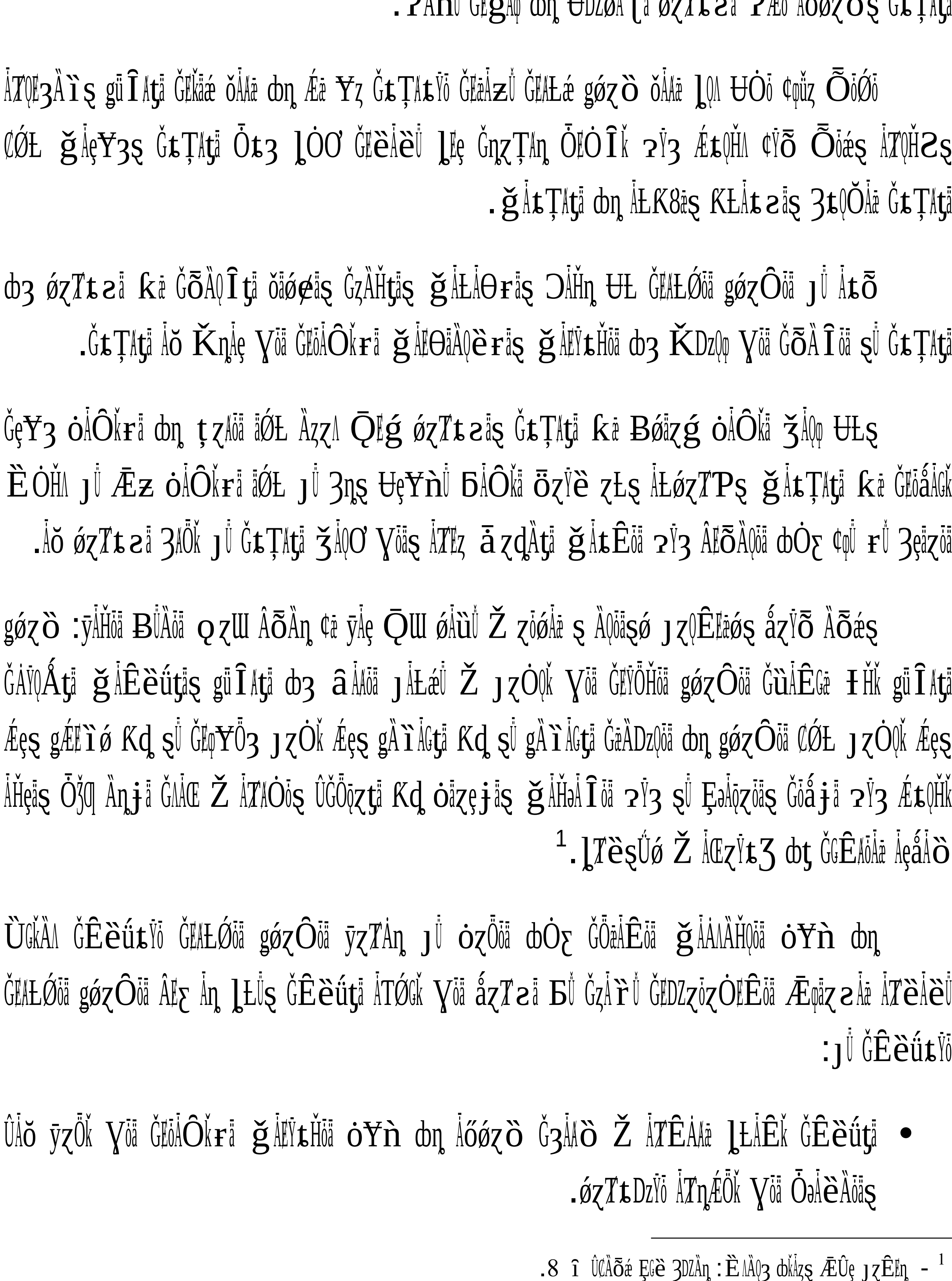
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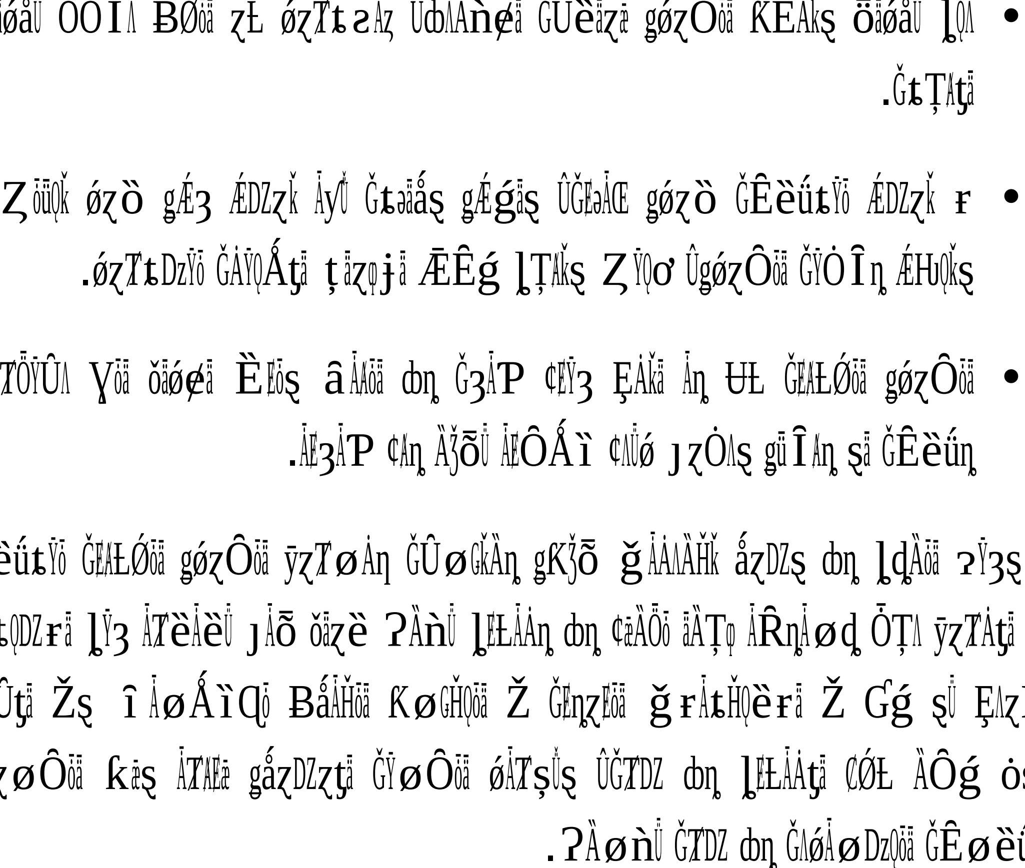
[1] - **Catherine Paris** : 4O fiches marketing,(Paris, Le génie des glassier, 2002) , p79.

[2] **- Jean Jaques Combin, Robin Champitaz** : marketing stratégiques et opérationnel, (Paris Dunod, 2002),p246.

[3] - [illegible] 270.

[4] - [illegible] (2005 [illegible]) 22.





[illegible]

[illegible] [1] [illegible]

[illegible] [2]

[illegible]

[illegible]

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[1] - **Gordon W.Allport**, : The Nature of Prejudice, (New York: Doubleday, 1954),p.141.

[2] - [illegible] .156

ȯŸǹ ȡŋ ǴĒĦǓÔǪöäȘ ǬĦǓĢŸö Ğǵ ǫǪÀŋ ȷ ǫÒǩ ɍ ÀŒüǫ ǥÀÔǪǺţä ĞĒÛȶÀöä óǫÔöä ĞĦĒĢÛö äÀŢȹȘ
ȳǫȚÀŋ Ȥ ÀÀĦǪö ŎÒǫǪŸö ĞDZÀǵ ȭÀÀȽ Ǩöäàŋ ȼȹÙ ɍÙ ǧÀÀÀÀĦǪöä ǥÀǯȭ ȡŋ ȴȡÀöÀæȘ ȨäÀÊöä ȏ ÀĦöä
.ĞĒÀȽǾöä ǥóǫÔöä ȡȝ ȻÀĒĒǪȘ ĞĒÛȶÀöä ǥóǫÔöä

:ɄȽȘ ĞĒÛȶÀöä ǥóǫÔŸö ĞĒÊĒǝÀöä ǧÀȶÊöä ȐĦæ ǧÀÀÀÀĦǪöä ȻǾȽ ȯŸǹ ȡŋ ÒŸǺǪÊȹȘ

ƃÙ üDZŸÀ ȷÀÊȹq ä ȷÙ Ȭöæ ǀĦŋȘ ǧÀÀÀÀĦǪöä ȡŋ ǼÀǼĦöä Ž ĞȶÊöä ȻǾȽ ǧǻǿȘ ǼȩȘ ĞùÀÊĢöä ø
.ǬÀǼȣä ȜÀĦöä ȡȝ ǥǼŎĦţä ȨǝÀŎȣä ȴȚǫ ȡŋ ā ȘÀȚä ŎDZÙ ȡŋ ȔĒÊĢǪöä

ĞȝÀȶȿä ȘÙ ĞÀÀöä ȷÙȘ ȝȶǪÒä Ž ǥǫŎöä ǢĒȭÀǩȘ ǥÀÛĒÊöäȘ ĞÛŸÊöÀæ ĞĒÛȶÀöä ǥóǫÔöä ȔĢǩÀǩ ø
ȘÙ ĞĒDZǿÀǹ ʔǫȩ ȡÒöȘ ǥóǫÔöä ȻǾȽ ŎĒȮȊǩ Ž ȷǫȤÀÊÀ ȡÀǾöä ȴȽ äǫÊĒö ĞĒÛȶÀöä ǥóǫÔöä ţǫȑǫŋ
.ȬöǾæ ȳǫŎǩ ǥǫȩ ȘÙ ǥÀÛĒÊŋ ĞÛŸè

ĞĒĦȩäȘ ȨǝÀŎǵ ƃÙ ǼÀÊǩ ɍ ȷÀĒǵȷä ǢöÀȡ ŽȘ ȼÀǫȊǪöäȘ Ğ8öÀĢţäȘ ȴĒȶĦǪöÀæ ÂĒȶǪǩ ĞĒÛȶÀöä ǥóǫÔöä ø
ǥóǫÔöä ȷÙ ȧÀÀǩä ȭÀÀȽ ȷÀȭ äæüǫ ÛĞÀŸǪǺţä ȳŸȝq ä ŎǝÀèȘ ÀŒǫÒǩ ǧÀŎĒÀŸǩȘ ǢÀÀæÀȭÙ ȡȶȒǪǩ ÀǷŸȘ
ÛĞÀǻÀŋ ǥȘÀǭ ȨŎƠ ȷÙ ȡÒȣ ĞÀǫÀĦŋ ǥȘÀǭ ƎǪĦǩ ɣöä ĞĒæÀȥɍä ǧÀȶÊöä ȡŋ Ğȝǫȶȼ ʔŸȝ ȳǫŎǩ ĞĒÀȽǾöä
.ǧÀÊèűţäȘ ǧÀȭÀȊöä ȳÀȶǪȽä ȡŋ äĶĢȭ äÀĒǵ ȯÀÀǩ ǨĦǓĢòÙ ĞĒÀȽǾöä óǫÔöä ĞȝÀÀÔǫ

óǫȚȶȿä ƃÙ ŎÔǩ ɣöä ǧÀŋǫŸĦţä Ž ȴÒĦǓǪöä ƃÙ ĞĒÀȽǾöä óǫÔöä ĞȝÀÀò óǫÛǩ ʔǻÙ ǼŎöȘ
8ǼŐ ǧÀŋǫŸĦŋ óǫȚȶȿä ȯǫŎȝ ȡĦǓȊæ ĞŋÀĦöä ǧÀȩŸĦöä ǥÂȚDZÙ ȳÀĒȩȘ ÛóǫÔöä ȻǾȽ ŎĒȮȊǩ 8ǼŎ
.ĞĒæÀȥɍä ǥóǫÔöä ŏÀÀĢö ȬöæȘ ȴȚǝäóÙȘ óǫȚȶȿä ǧÀȽÀΘä ʔŸȝ ĶǪüǪöä ƃÙ

ƎȭÙ ǻǫȚDZ ȯǾĢö ǯÀǪƠ ƃȘȷ ä ȷÙ ɄȽ ĞĒÛȶÀöä ǥóǫÔöä ȡȝ ĞĒÀȽǾöä ǥóǫÔöä ÂĒȿ Àŋ ȴȽÙ ȡÒö
ɣöä ǧÀèäǿǼöä ȷÙ ƃÙ ĞǫÀȑÙ ÛȨǝÀŎȣäȘ ǧÀŋǫŸĦţä ȡŋ ĶĢȭ óǼȩ ƃÙ ǯÀǪƠȘ ÛţÀÀȩȹä ȨŎĦǓǪǪö
ȯŸǹ ȡŋ ŎÒȊǪǩ ĞĒĢŸè ǥóǫò ȼȹÙ ȃÀèÙ ȷÙ ʔŸȝ ȼĦŋ ǨŸŋÀĦǩ Ǽȩ ĞĒÛȶÀöä ȳǫȚÀŋ ǨöȘÀÀǩ
óǫÀÀöäȘ ĞĒȽäÀÒöäȘ 8ǫǀä ÀȝÀȊŋ ĶǮǩ ɣöä ǧÀȶÊöä ȡŋ Ğȝǫȶȼ ʔŸȝ ȳǫŎǩȘ ÛǧÀȶȶĦǪöä
ĞȣÀȥäȘ āÀȽǿȹäȘ ŏÀŋǼöä ȬÀèȘ ǥǫÊŎöäȘ Ȋ ÛĢöäȘ ȤÀĦöä ÀÀǫÔǪæ Ȭöæ ȷǫÒÀȘ ÛäàÀÀǝɍȘ
.ÀŎÀöäȘ ȤŸǺǪöäȘ

[illegible]

:[illegible]

[illegible] (Aaker)[illegible]
.[illegible]

[illegible]
[1]:(Aaker)[illegible]

.[illegible] - 1

[illegible] :(notoriété assisté) [illegible] - 2
.[illegible]

[illegible] : (notoriété spontanée) [illegible] - 3
.[illegible]

[illegible] :(top of mind) [illegible] _4
.[illegible]

[illegible] :(notoriété qualifiée) [illegible] - 5
.[illegible]

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[1] - **Fanelly Nguen Tanh** : la communication une stratégie au services de l'entreprise,(Paris, Economia, 1991),p61.

[illegible]

[illegible]

1 [illegible]

2 [illegible] « Des voitures à vivre » [illegible]

3 [illegible]

4 [illegible]

5 [illegible]

6 [illegible] (Sony, Honda, Philips) [illegible]

ǨŸǹǻ ǠŲǼǠƨ ŌÔǵ ǠƄõ ǦõǓǪÎŊ ŌŊǟƺƨ ǠƮȞƄΘ ɍȘ ǦǠŸǪƯ ǧǠǻǪǠŊ ǯǠǪǫǗ Ž ǟǨǰõ ǨȞèƺǨ
ǛǦęƳΣǟ ǧǟȘǻǗ: ǦǞǣǠÊǿǟ ǠőǠǻǪǠŊ ȸƨ ǠŲǠǪ ƵŸǪƩ ɃØǿǟ øƺǛȞǿǟ ǯǠǪǫǗ ȷǟǼǢŊ (bic) ǦŲƳȞǿǟ
ǥǨȞÊǪǿǟ ǦèǠǢè ǬǢǵ ȸŊ ȿǗ ƙƺǼƮǪÊƫǟ ƙȮŸƮǪÊƫǟ ǦȞǢǦù ǬǢǵ ȸŊ ǒǟƺè ǛǠŁǨȡȿ..ȳƳęɉǟ
.ǦǞǦǛƫǟ

.ǧǠƮÎǿǟ ŌŲǠƨ Ž ǨǦõ ŌȮÎǣȘ ǈŁǠÊǨ ȷǗ ȸȮƺ ǦŲƳȞǿǟ ǧǠǻǪǠƫ ɄǻƺøǠƪǟ ŌȮÎǿǟȘ ƵǢŸ8ǪǿǟøǾ 7

[1]ǦǢǦŸè ȿǗ ǦǠǢè ǥøƺò ǠƫǨęƺǿǟ ȄǠǹ Ž ǠƮǠȮǿȘ ǥǨǦõ ǧǠƮì ǞŸǪǪ ȷǗ ǦÊèǜƄŸǿ ȸȮƺȘ
ǦǢǠŁØǿǟ ǥøƺÔǿǟ ȷǛƺ ǧǠǠƺǪÊŊ ǦÛèǟƺǣ ǠƮèǠǢę ǦǢǵǠǹ ȸŊ ǦǢƄȮǿǟ ȸŊ ɄÎǣ ȊÊǪǨ ǥǠƮÎǿǟ ǨǹǠõ ǟǣǗȘ
.ǦǢƺƺȑ ƺŊƳǿǠǣȘ ǦǢŸǪǠƄǪǿǠǣ ȊÊǪǨ Ǡŏ ǦǹøǠǞŊ

[1] -**Rémie Pierre Heud** : Dictionnaire de la publicité et des medias, (Eyrolles, paris, paris,1993), p174.

[illegible]

[illegible] (Sicard) [illegible]

[illegible]

[illegible] (Nizard) [illegible]

[illegible]

[illegible] (Ramanantsoa et Thierry Bastle) [illegible]

[illegible]

[illegible] (Kepferer)[illegible]

[illegible]

[illegible] :(Le physique)[illegible] -

[illegible] : (La personnalité)[illegible] -

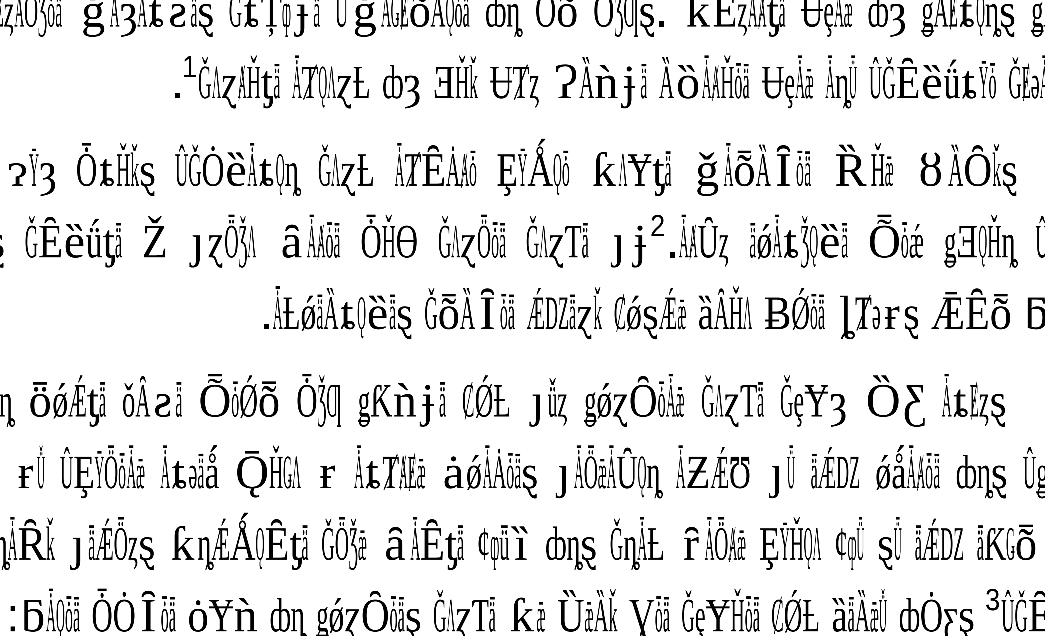
[illegible] -

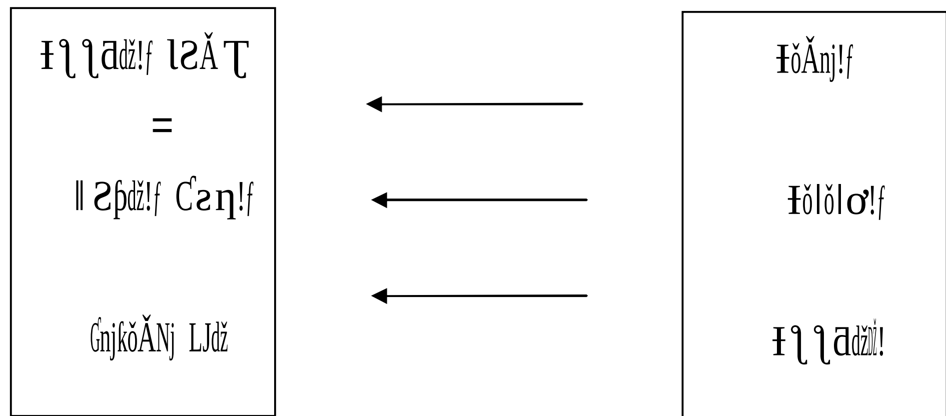
[illegible] :(Univers culturel) [illegible] -

[illegible] :(Le reflet)[illegible] -

[illegible] :(Mentalisation)[illegible] -

[illegible]





[1] - **Gill Marion et autres** : marketing ; mode d'emploi,(Les éditions d'organisation ;paris, 2 édition, 2002), p34.

[2] .28

[3] - **Fanilly Ngyen Thanh** : op.cit, p62.

[illegible]

[illegible]

[illegible]

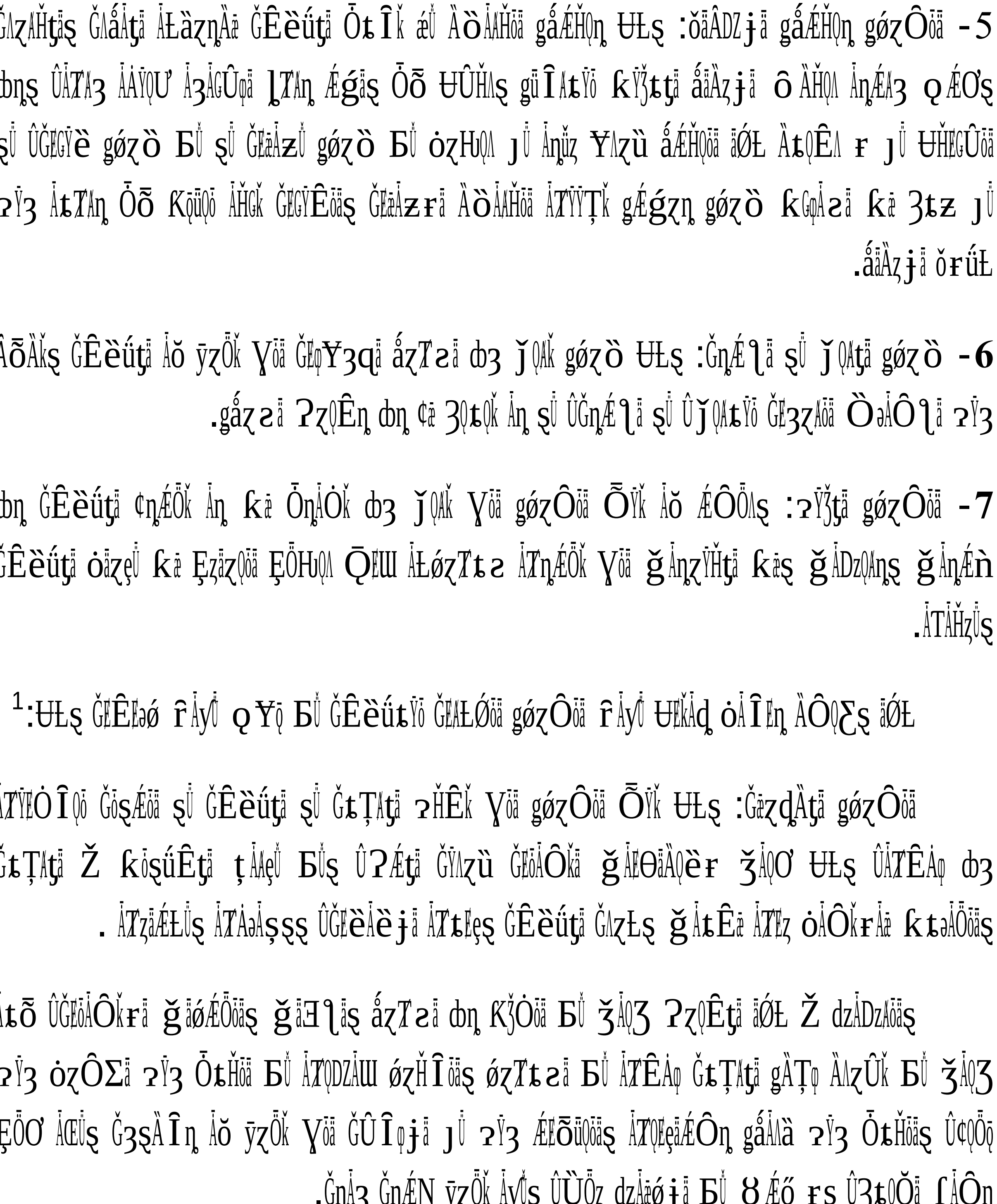
[illegible]

[illegible] :(mirror image) [illegible] -1
[illegible] .

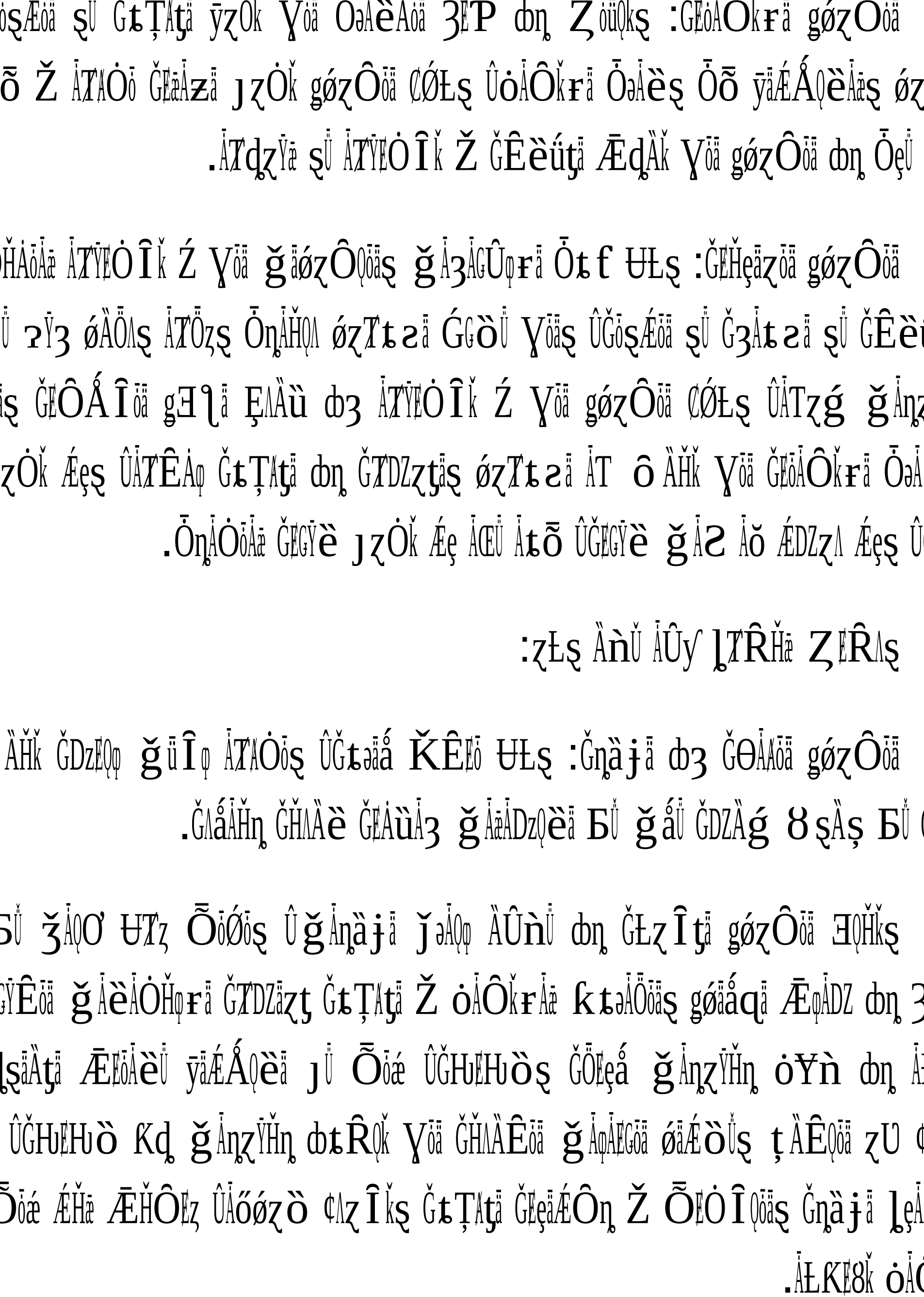
[illegible] :(current image) [illegible] -2
[illegible] .

[illegible] :(Hope image) [illegible] -3
[illegible] .

[illegible] : (corporate image) [illegible] -4
[illegible] .([illegible]



[1] **Michel Ratier** : L'image de marque à la frontière de nombreux concepts,) cahier de recherche n=° 152, IAE de Toulouse, 2003), p3.



[illegible] : (image creation) [illegible]

[illegible]

[illegible] : (image maintaining) [illegible]

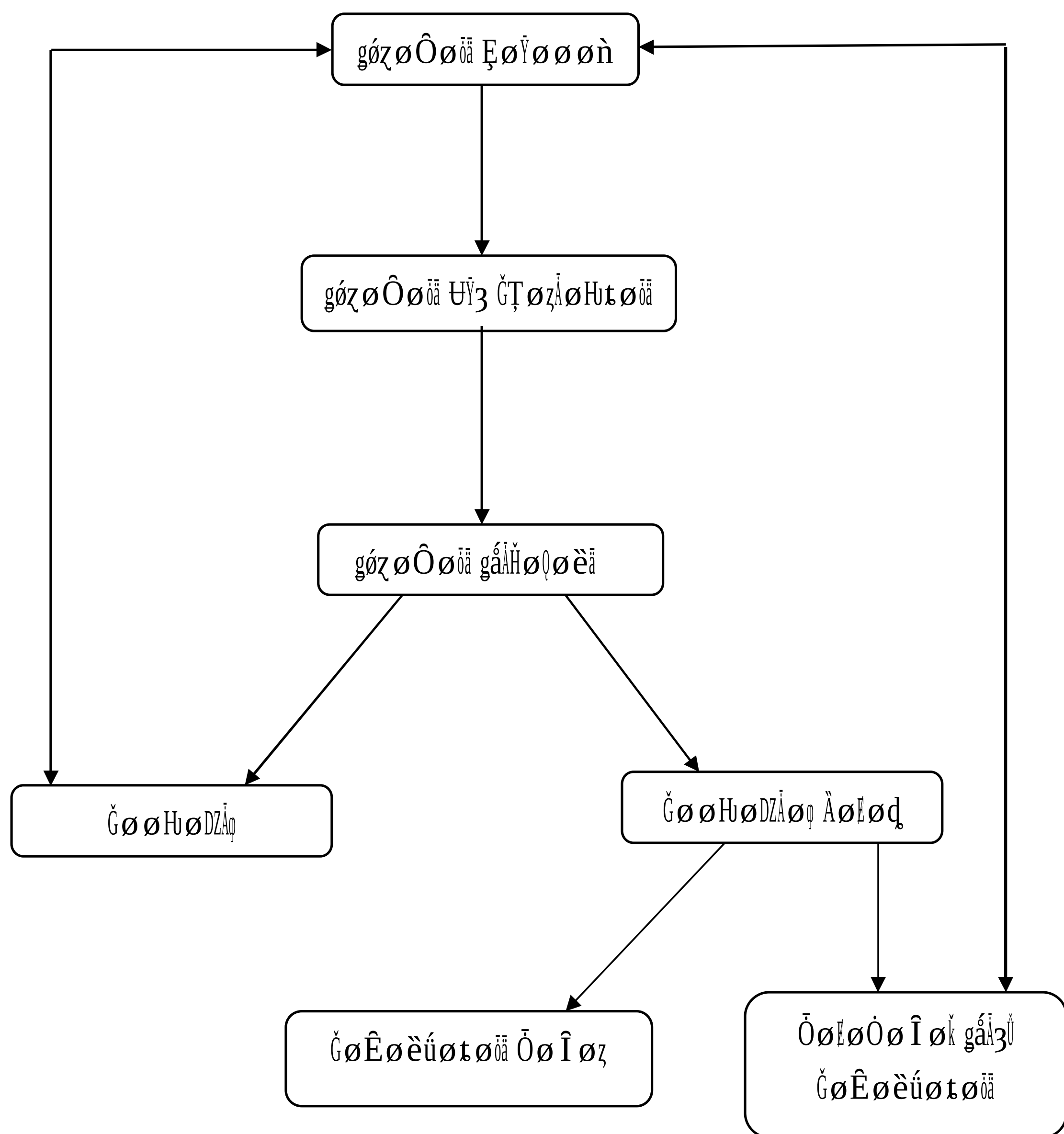
[illegible]

[illegible] :(regan image)[illegible] .[1][illegible]

[illegible]

[1] - **Massey, JE** : A theory of orgnization image management, (Paper presented at the accademy of buisness disiplines annual conference, held in Orelando, April, 2003)p6 .

[1]ĝǿɀøøÔöä ĝǿäắǕ ǯǽɀøøøʎ :(2) ǈęǿ ȪȮÎöä



ʔȀʌ ɃǾöäş "ɃǺÊɳ" ÆÊǵ ÛǦʌǿǺǱɀǬöä ǦÊѐǘɫŸö ǦȄȽǾöä ĝǿɀÔöä ǒǺǺǽ ǦȪŸǵ ȪȮÎöä ȀȚŢʌ
Ȥ ÛǦɀşȀȞɳ Ƙɖ ǦɫŢȀɉä ȷɀȮǨ ǺɳǼǺȝ ǦŸǵȀɉä ȻǾȽ ȷɀȮǨş Ǧǽɀɖ ȀɉäĝǿɀÔöä ĘŸǹ ǦȄŸɫȞǽ ĘŸÛǺǨ ǺŒǕ
ȻǾȽ ʔŸȝ ûǺǺΣä ʔŸȝ ǦȪǵŸöä ǦŸǵȀɉä Ž ǦÊѐǘɉä ȪɫȞǨ ÛǦǽɀɖȀɉä ĝǿɀÔöä ĘȄȪƠ Ž ǨӇƱ äǽǕ
ȪǝǺѐɀöä ǤÎǽ ƟȞÊöä ƂǕ ȀȚȑȀȞʌ ȀȚȝɀɸ ȷǺõ ǺɳǕ ğǺɳäǬö ǦÊѐǘɉä ôȀȞǨ ȸȮöş ÛĝǿɀÔöä

156 î ÛǦȀõǽ ĘǦè ȝǱȀɳ : ſǺÔöä ȷǺɫȄŸè -[1]

[illegible]

[illegible]

[illegible] 1

[illegible]

[illegible] 2

[illegible] [1].

[1] - Massey, JE : op,cit , p

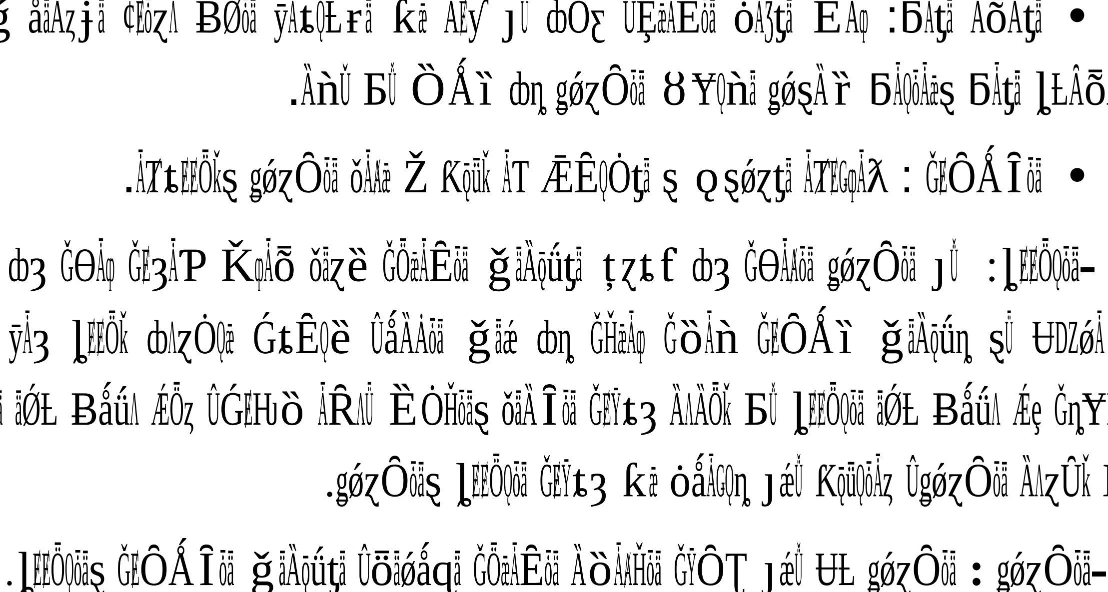
[1] - **Marie- Hélène Westphalen** : Le communicator :le guide de la communication de l'entreprise,(Dunod,Paris, 2000), pp 11-12.

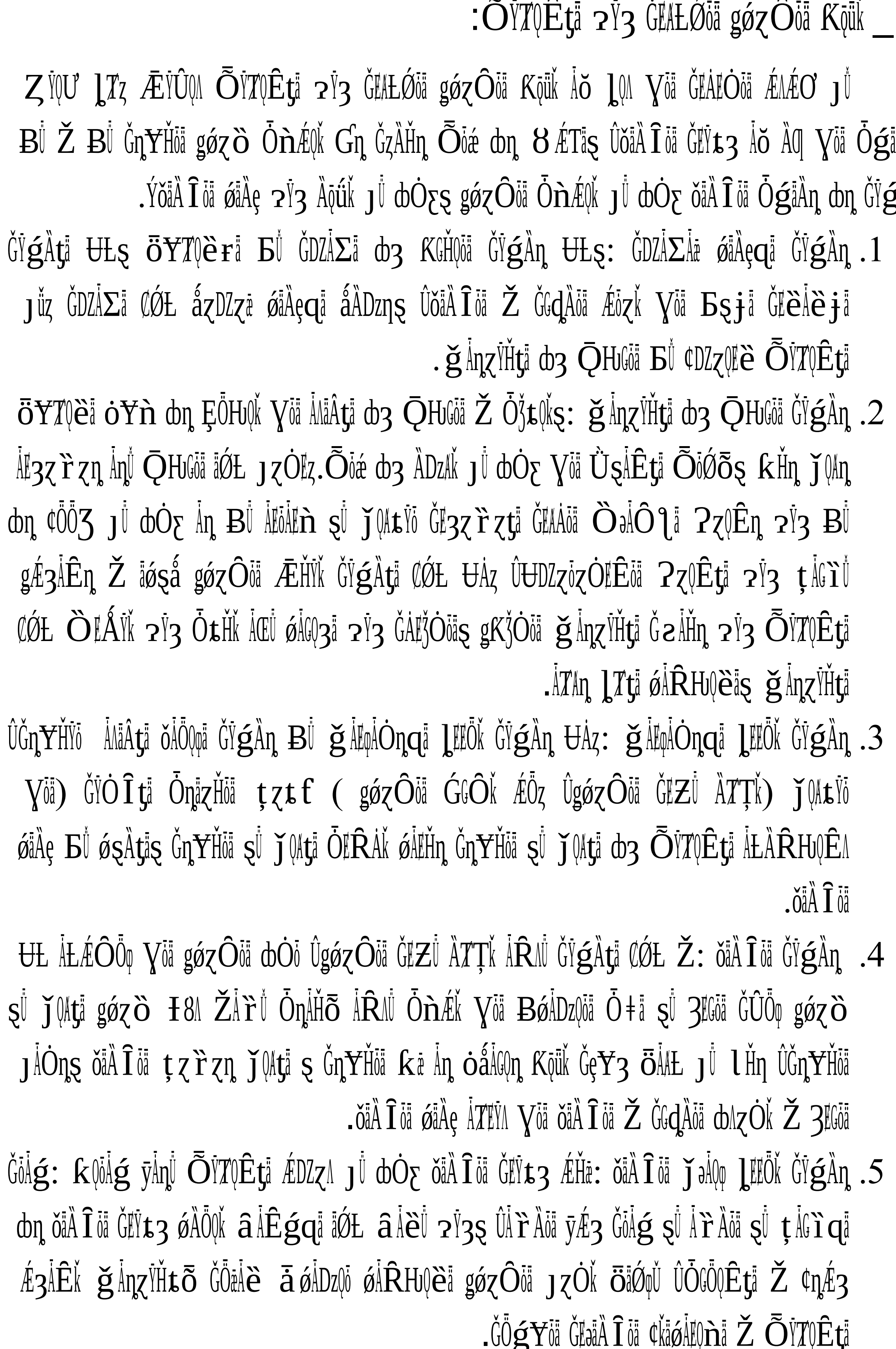
gÂȚǱɉä ȻǾŁ Ʒŋ ƙŸŋÅȞǬţä åäÀʐɉä ʔǼö ţÅĢÛφä БǓ ĢÀȚÄöÅæ ĢÀǻǘŋ ȽȚǬÛÎφǛş ȽŁǻʐȚǱ ȷǛ äʐÕǿǻǛ
.ĜÕÀÎöä şǛ gü ÎÀţä ȸʒ ƘŁÅȶƨä ʔǼö ǨφʐȮǨ Ɣöä ĢÆŁǾöä gǿʐÔöä ɄŁ ğÅʒÅĢÛφɍä ȻǾŁş

:gÀìÅĢţä Ƙȡ gƎƪä (2

ȸʒ ÿŸʒɋä ŌəÅèş Ǝʒ şǛ öÅęǼòǛ ȸŋ ÅȚȞȶÊÀ ĢÆÔǺì ŌəÅèǿ ȸŋ ǻÀÀöä ¢ö ô ÀȞǬÀ Åŋ ȷǛ
äǾøŁ Žş ĜöʐŌÀŋ gƎǹ ÆȞǨ gÀìÅĢŋ ȽȚÀŋ ƷȶÊÀ Ɓş ȽŁÀÀ Ɓ ȯşǻş î ÅǺìǛş ǫäÆǵǛş ğÅÊèǘŋ
Ɣøöä ğÅʒÅĢÛφɍä ȸÀʐȮǨ Ž ÆèÅèǛ Ǿşǻ ĢƎəÀţäş ĜʒʐȶÊţä ÿŸʒɋä ŌəÅèş ÆȞŸǨ gƎƪä ȸŋ ţʐÀöä
.ĢÆŁǾöä gǿʐÔöä ÅƬ ɄəÅȚÀöä ǰǨÀöä ŌȮÎÀ

[1] - **شدوان علي شيبة**: مرجع سبق ذكره، ص271.





[illegible]

[illegible]

[illegible] :[1](l'image corporate) [illegible]

[illegible] (Nyssen) [illegible] (Marion) [illegible]

[illegible]

[illegible]

[1] -**Michel Ratier** : l'image en marketing :cadre théorique d'un concept multidimensionnel, cahier de recherche n=° 152, IAE de Toulouse, 2002, p6.

(...)

:(L'image de produit)[1]

"..." "..."

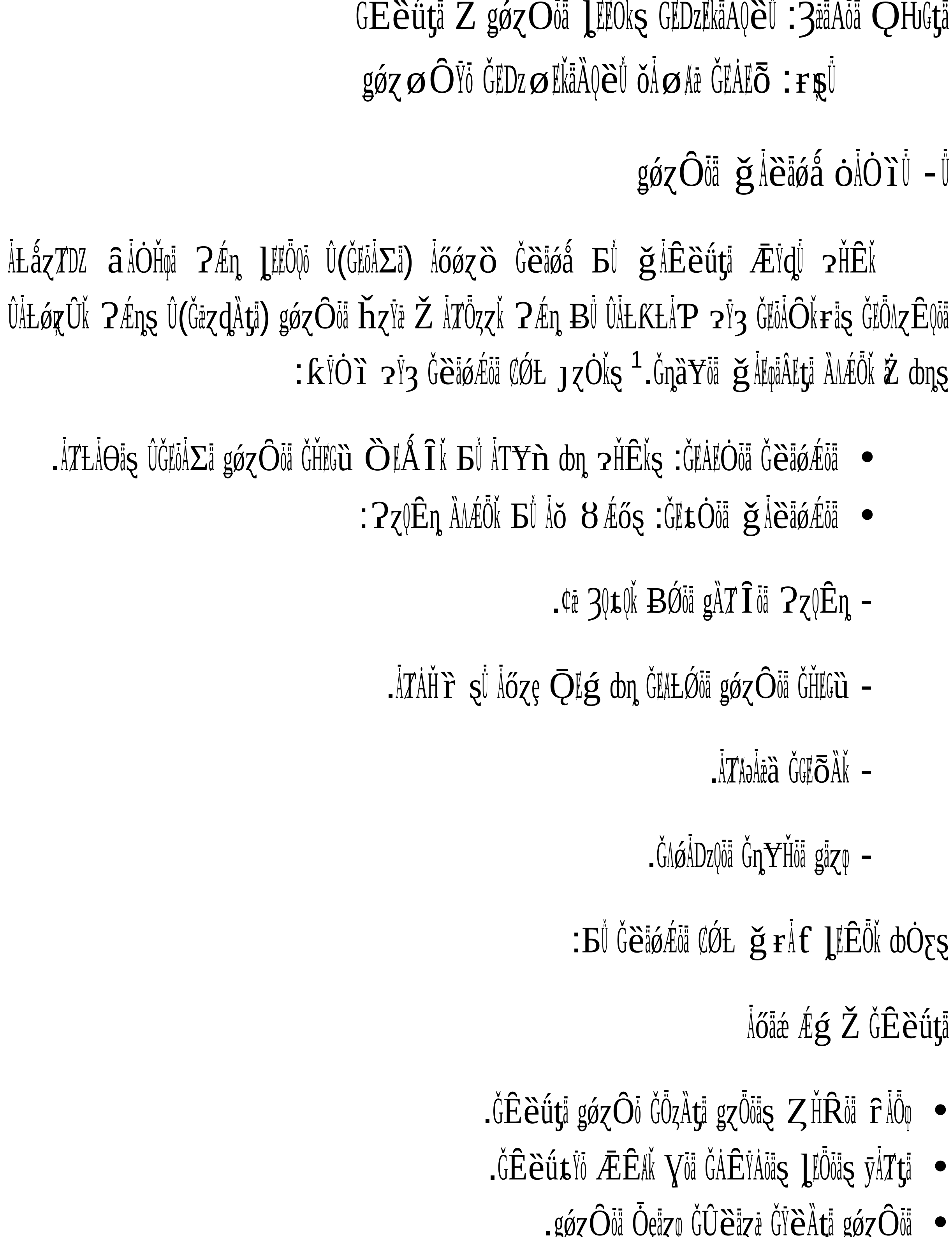
[1] - **Michel Ratier** : op. Cit. p8 .

(l'image de marque):

_1

_2 .[1]

[1] **- Michel Ratier** : op. Cit. p10.



[1] - **Eric Lombard** : <u>les études : notorité images des marques</u>,(Paris, Ed : Repère, SDP),p9.

[illegible]

- [illegible]
- [illegible]
- [illegible]

[illegible][1]

- [illegible]
- [illegible]
- [illegible]
- [illegible]
- [illegible]

[1] -**IBID** : p10.

[illegible][1]:

1. [illegible]:

[illegible]:

- [illegible].
- [illegible].

2. [illegible]:

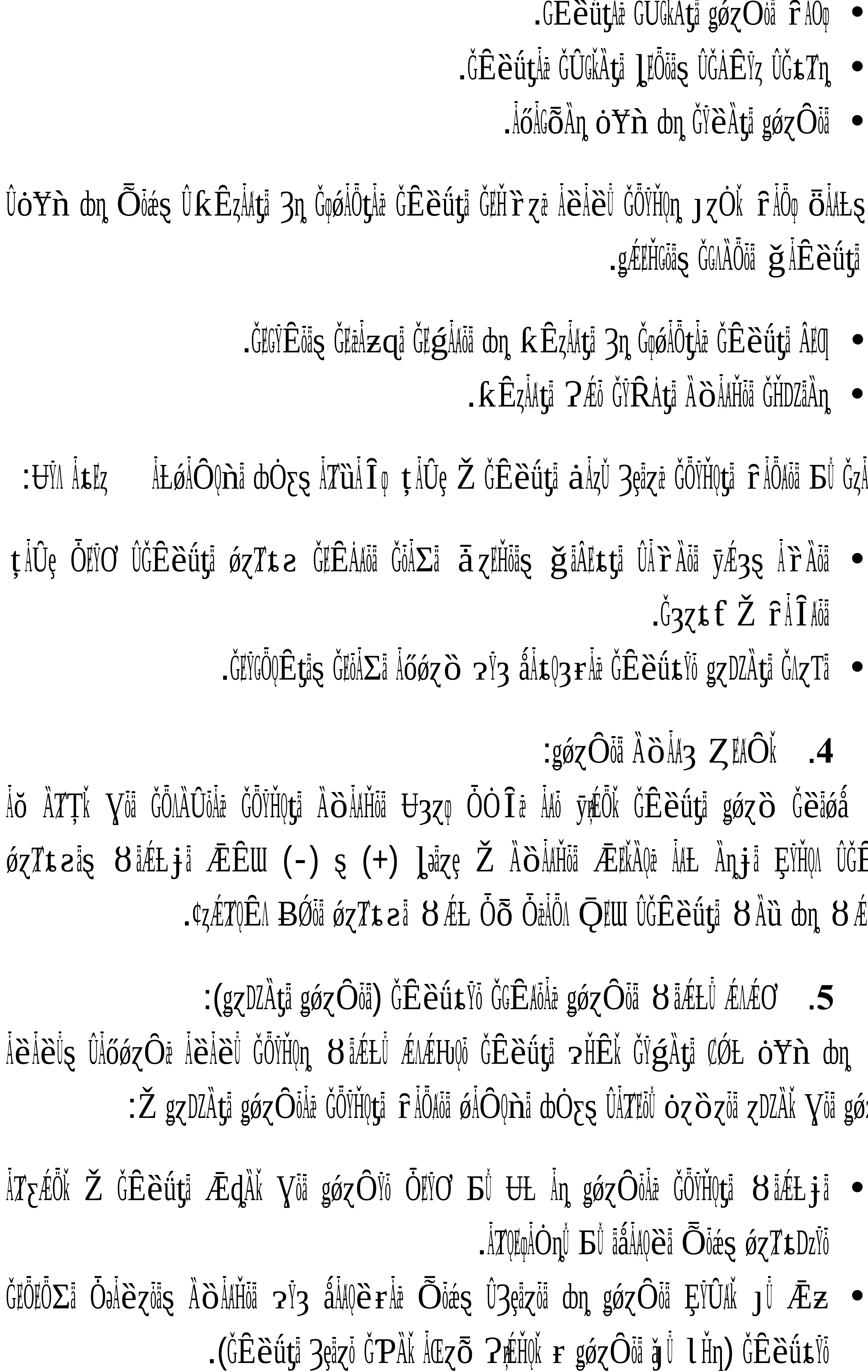
[illegible]:

- [illegible].
- [illegible].

3. [illegible]:

[illegible]:

[1] - **Martine Tenois** : La communication d'entreprise, (Paris,Ed : D'organisation,1996) p16.



.6 [illegible]

[illegible] (logo) [illegible]

.7 [illegible]

[illegible]

.8 [illegible]

[illegible]

.9 [illegible]

[illegible]

.10 [illegible]

[illegible]

.11 [illegible]

[illegible]

ǦÊèűţä ģǿζò ǋǼǼŎǩş âǼę ŌəÀèş :ÀǼφÀǫ

ģǿζÔöä âǼę ŌəÀèş _Ǖ

ÀƬζäǼŁǕş ÀőÀDZÀΣ ÀƬǪŋŏŸŋ ƻǼŋş ÛǦÊèűţä ÀƬǪÀǦǩ ɣöä ǦǼDzǼǩäÀǪèɋä ǦǼŸვÀζ ƻǼŋ âǼŎö øÀÔǪǹä ÀÀÀÒƺş .ģÀÀǦǪţä ǦǼDzǼǩäÀǪèɋä ǋǼǼŎǩş âǼŎǣ ÛǦვζÀǪŋ ŌəÀèş ӯäǼÁǪèÀǣ ģƘǹɉä ȻǾŁ ӯζŎǩ :[1]ɄŸÀ ÀƖǼζ ŌəÀèζöä ȻǾŁ

ŏäǿȼä Àøøø Ǧè *

ÀŒζƖȒŋ ȸŋ ÀǯõǕ ǦǼĤȓşş ვęζŋ ǦζÀǨţ ÛŏäǿȼäƎè ӯäǼÁǪèÀǣ ǦöÀΣä ȻǾŁ Ž ǦÊèűţä ӯζŎǩ ğÀφÀǼǦǪèɍä ȸŋ ţäζφǕ ģǼვ ƙǣ ÂǼǼƖǪöä ÀÀÀÒƺş .(ģǿζÔöä ÀǪǼŋşǿÀǣ ȸვ ǬÀǼΣä åǼÔǣ ȸǗ ÀÀŁ) :ŏäǿȼäƎè ǦǼŸƖǨǣ ӯÀǼŎŸö ǦÊèűţä ÀƬŋǼÁǪÊǩ

:ŌŋÀÎöä ŏÀÔŎǪèɍä -1

şǕ ÛɄǬŸǫ şǕ ÛÀƬì Ōõ Ž) ǦÀǿşå ģǿζÔǣ ɈÀǼǦǪèɍä ȸŋ ţζÀöä äǾŏ ǦÊèűţä ӯζŎǩ Ž ǦòÀǹ ǦÊèűŋ БǕ ǦƖƬţä ȻǾŁ Ōǯŋ åÀÀèǕ ɈǼǥɉä ȸŋ Ƙǯõ Ž ǋǪÀş Û(ğɍÀΣä ǼÊШ…ÀÀζÀè .ǦÊèűţÀǣ ǿζƬƖƨä ŌÊǬ ƻǼŋ âǼŎǣ ǦÊèűƖŸö ǦǼŸƖǨöä ȻǾŁ ǴƖÊǩş Ûŏäǿȼä Ǝè

:ĘøǼęǼöä ŏÀÔŎǪèɍä -2

ğäöÀÔŎǪèɍä ȸŋ ţζÀöä äǾŁ ɈζÒÀ ȸÒö ÛĘǣÀÊöä ţζÀöä ვŋ ǦõÀǪÎŋ ģƘǯõ ȓÀŎφ ȼÀǼö ţζÀöä äǾŁ ȼDZζÀ ÀƖÀǼǣ ÛƉä…ǦǦŸÛöä ÛȸəÀǣÀöä ÛƙƵÀÊţä :Ōǯŋ ÛǦÊèűţä ȻǿÀǪơ î Àǹ ǿζƬƖƨ ȼDZζŋ .ǼÀǼƠ ɈşåǦŋÀვ ǦÀÔǣ ǿζƬƖDZŸö ȯşɉä

:ǦÊζÀÀţä ვŋ ǦφǿÀŎţÀǣ ǦÊèűţä ვęζŋ ĘŸǨǪţä ŏÀÔŎǪèɍä -3

ğÀÊèűţä ǼŸɖǕ ÛŏäǿȼäƎÊǣ ǦòÀǹ ǼǩÀÒŋş ğÀÊèűŋ БǕ ŌõζÀ ÀȒÀǕ ţζÀöä äǾŁ ɍ ÛɈǼǥɉä ȸŋ Ƙǯõ Žş ǦŎǼęå Ƙɗ ǰəÀǪÀöä ȻǾŁ ɈζÒö äÀƬφ ÛģζDZÀţä ǰəÀǪÀöä БǕ ŌÔǩ ɍ ƻƎÒöä .ǰəÀǪÀöä ƻŸვ ÀǦŸè Àǫű Àŋ äǾŁ ÛǦģäÀÔǣ ǋƬǗǿ ȸვ ɈζÔŎǪÊţä ƎĤÀ

---

1 - ǦƖùÀζ ŏäÀŁÀöä :ɄèÀę ǦǼDzǼǩäÀǪèǕ ģǿζò ǦÊèűţä ÀŁÀǫǕş ƻŸვ ǒζŸè ǑŸƬǪÊţä ǦöÀèǿ ǦöÀèǿ ǦöÀèǿ... î 2007ÀəÀƨä

1 - [illegible]

[illegible]

[illegible]

2 - [illegible]

[illegible]

[illegible]

[illegible]

[illegible]

***** [illegible]

[illegible]

[illegible]

[illegible]

***** [illegible]

[illegible]

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[illegible]

[illegible]

- [illegible]

[illegible]

[illegible] *

[illegible]

[illegible]

- [illegible]
- [illegible]
- [illegible]
- [illegible]

[illegible][1]

[illegible] :(3)[illegible]

[illegible]	[illegible]	[illegible]	[illegible]	[illegible]

[illegible]

[1] - **J.Jacques Lopin** : Le Marketing Stratégique : du marketing a l'orientation, (4éme éd, paris, Ed : International, 1998), p 554.

:ƃÅǪöÅõ ǖŸÊöä ɹɀȮÅş ȣÆȚǪÊţä øɀȚŧƨä öɀŸÊæ ÅèÅèǕ ĘŸȞǪǪɀ ǦÆφÅǯöä ǦŸǵÀţä ÅɱǕ

ȣÆȚǪÊţä øɀȚŧƨä öɀŸè :(4)ŌȮÎöä

ǦÅÅȣŸö ŌȒÅɳ Ƙɖ	ŌȒÅɳ Ƙɖ	ƃÅǤɳ ɟ	ŌȒÅɳ	äÆǄ ŌȒÅɳ

ƆÅȞǩ ǦÊèűţä ɹǕ ƙǤÅ äØŁ ÛǥƘǹɉä ǦǪŸǯöä ǧÅφÅƪä Ž ÂõÀŧǪǩ ǧÅæÅǄǫä ÆŸɖǕ ǨφÅõ äæǕ
Åɳ äØŁş ÛȼǪÆȞȑş ÆÅÆƠş ŌȮÎţä ǦǨÆǤù ǖȚɀ ÅÅÅȮƹ ƙǪöÅΣä ƙæ ȔæÀöÅæş .ǥøɀÔöä Ž ǦæɀȞȍ ȸɳ
.ȼŸǵ ǦÆŸŧʒ ÅÅÆŸʒ ŌȚÊÅ

[illegible] :[illegible]

[illegible]
:[illegible]

[illegible] :1

[illegible]
.[illegible]

[illegible] :2

[illegible]
.[illegible]

[illegible] :3

[illegible]
[illegible]
.[illegible]

[illegible] :4

[illegible] = [illegible]
.[illegible]

[illegible] :5

[illegible]
.[illegible]

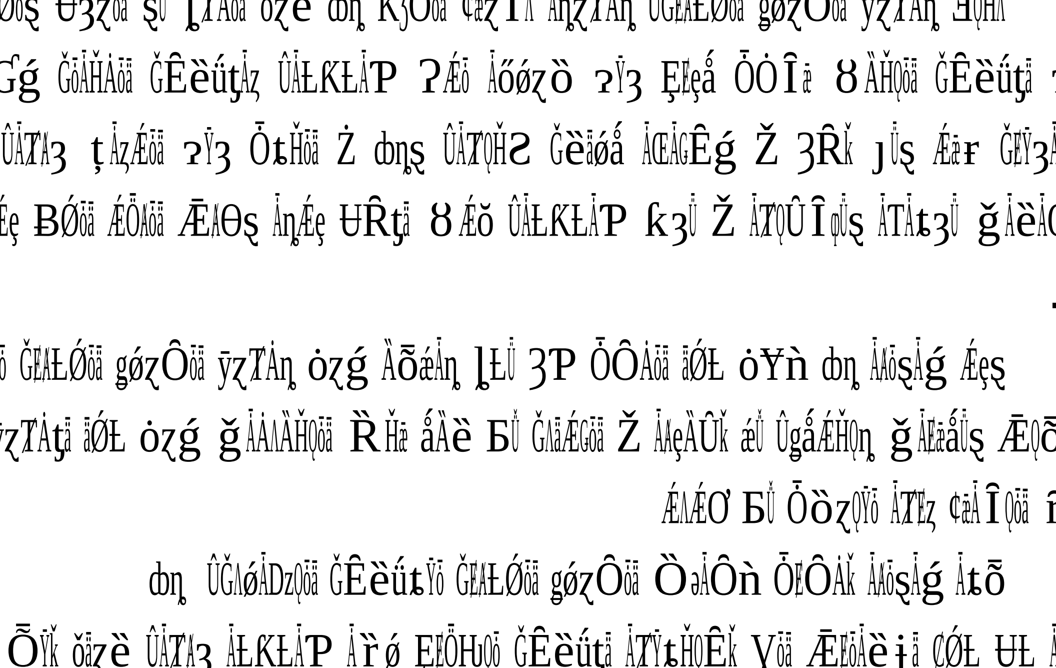
[illegible] :6

[illegible]
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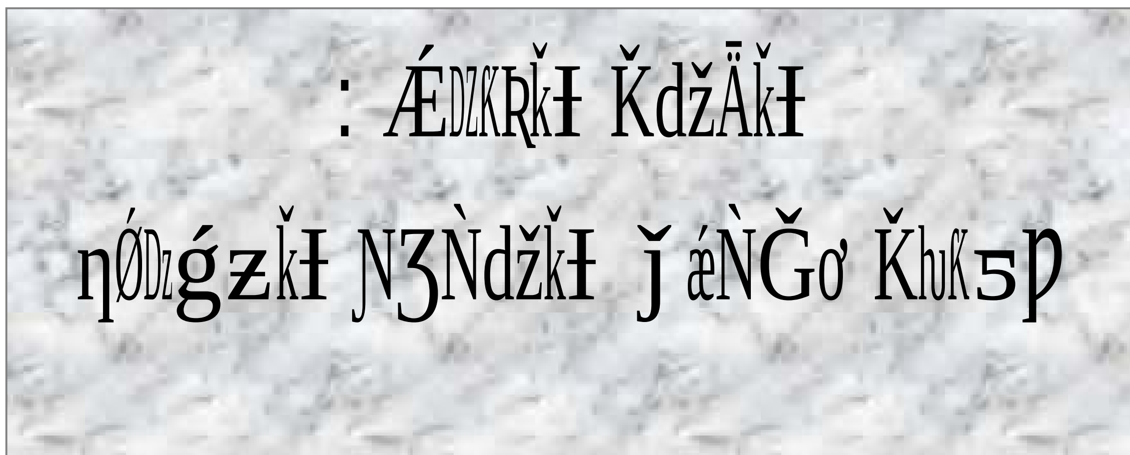
- .ǦÊèűţ ȷɀɀÄĤÅ ȸÅØöä ȣÆŢǪÊţä øɀŢȶƨä Ž î ÅÁì ɉä åÆȝ ÛǦÊèűţ ǥÄŢì
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- ȣäÆŁÜ ȻǓ ȯɀȍɀöä ȬǱÜ ȸȠ) ÅŢÆŸȝ ȘÅĦǪöä Æƶ ɣöäȿ ǥøɀÔöÅæ ǦÕŸȞǪţä ȓÅÕÅöä
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[1] **- Gareth Morgane**, Images de l'organisation, (Québec, Ed ESKA, 1989), p62.

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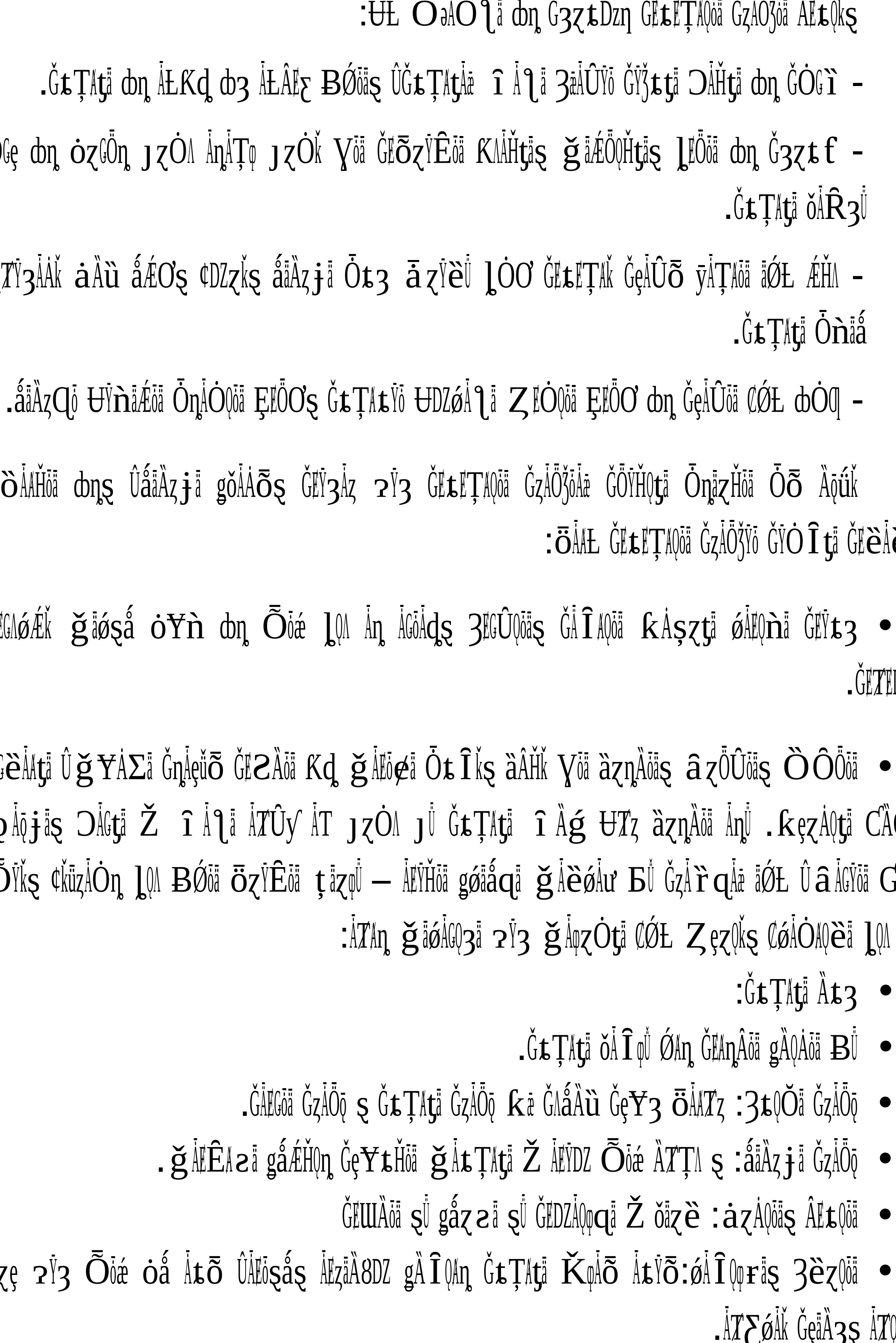
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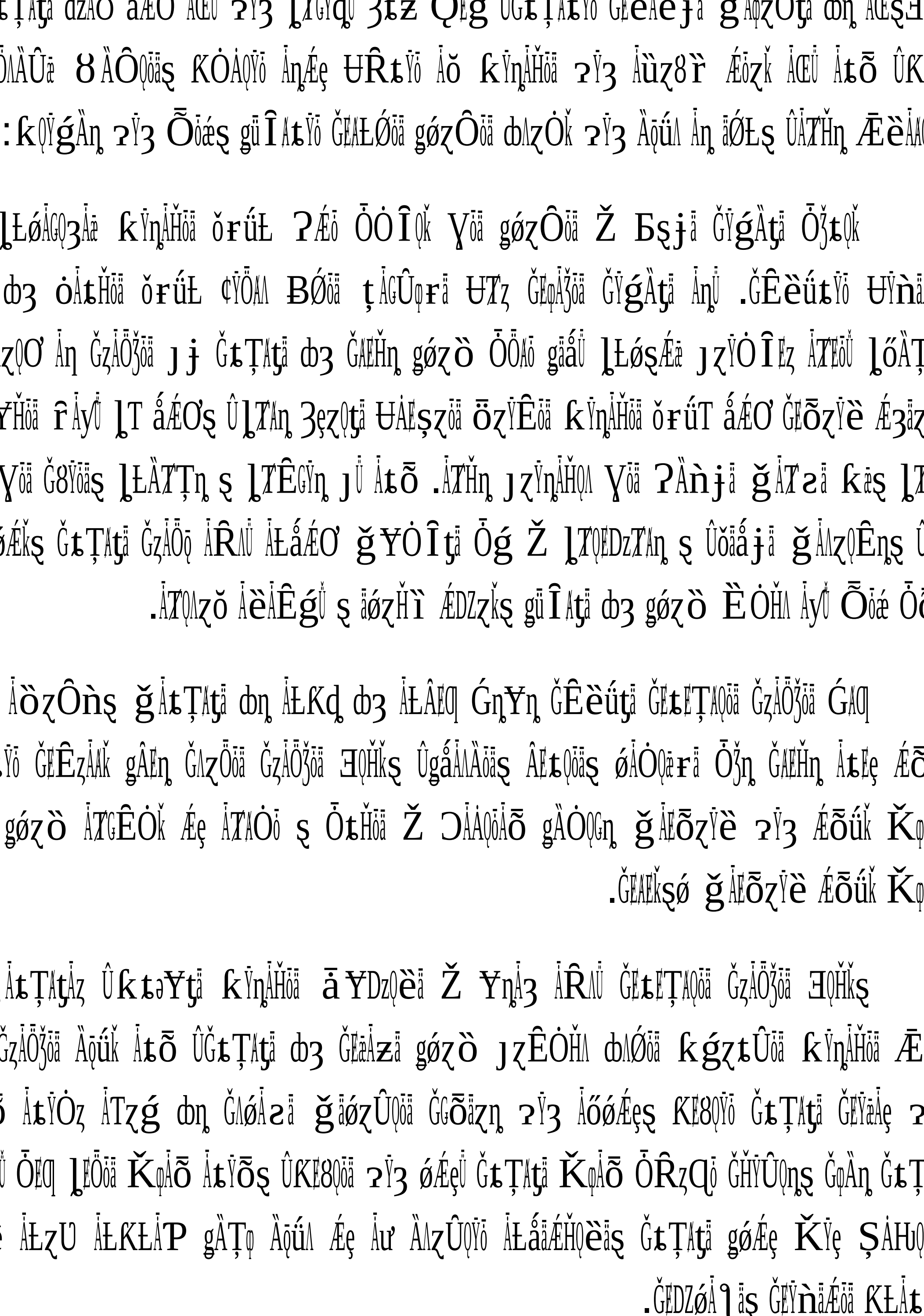
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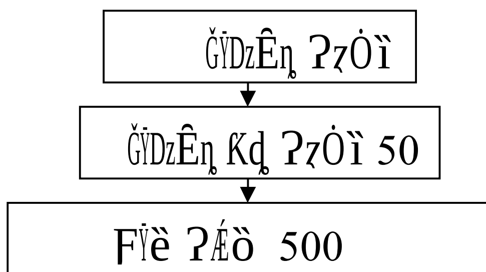
[1] - **Droes.k et autres** : Manuel de gestion, volum1, (Paris, Ed Marketing, 1994), p113.

[2] - [illegible] (2005 [illegible]) 9 [illegible].

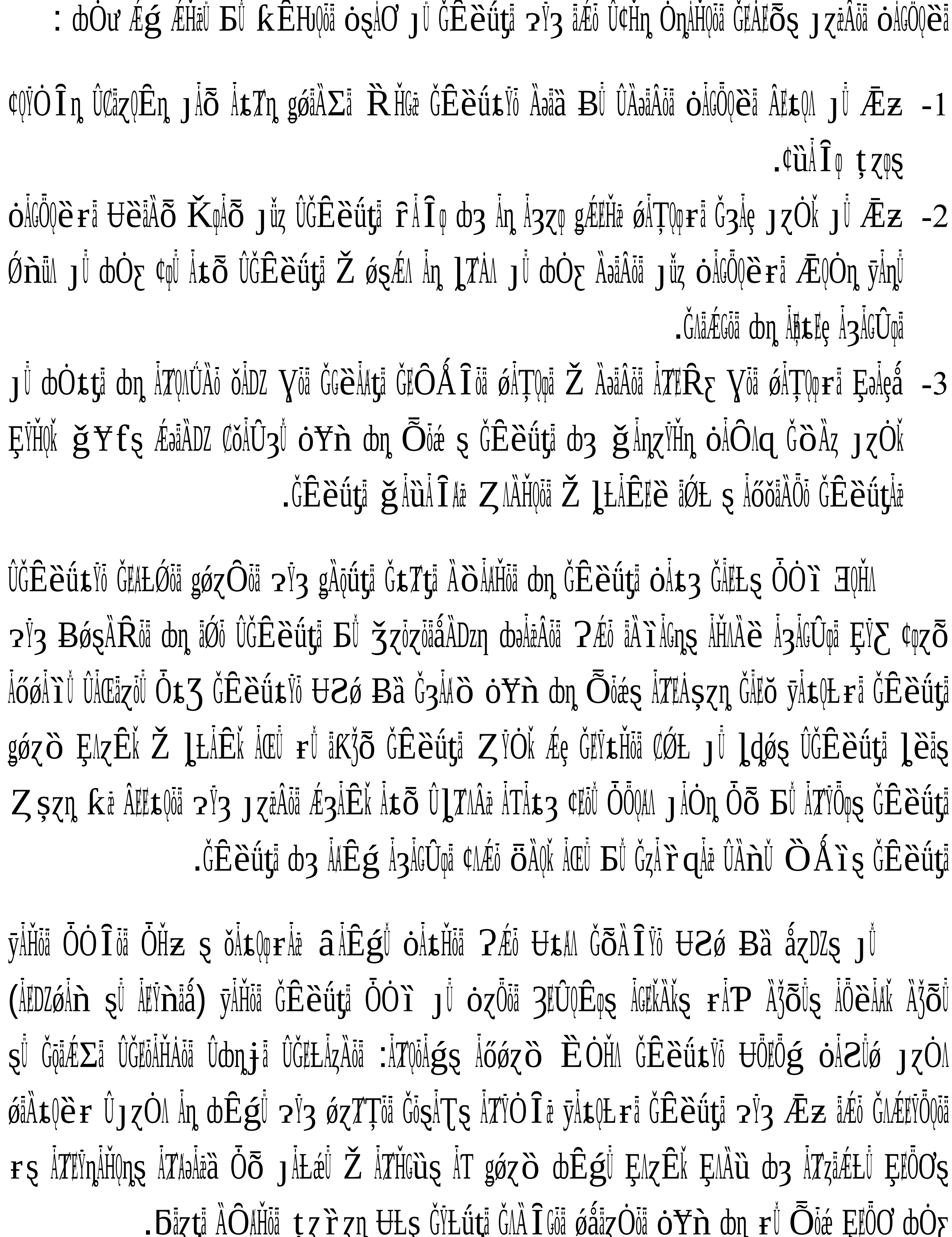




[1] - **Sophie Dementhon** : L'image new look de votre entreprise,(Alger, ED Chihab, 1995), p7.



[1] -**Sophie Dementhon** : ibid. p 10.
[2] - **ibid.** p 12.



[illegible]

[illegible]

[illegible] (Microsoft) [illegible] (René Lacoste) [illegible] (Lacoste)[1].

1 - **Bernard Logie** : Leur nom est une marque, (Paris, Ed L'organisation, 2002), p77.

[illegible]

[1] - **P.Kotler, B.Duboi** : op.cit, p565.

[1]- **عبد السلام أبو قحف**: هندسة الاعلان والعلاقات العامة، (الاسكندرية، المكتب العربي الحديث،2001)ص 428.

[illegible]

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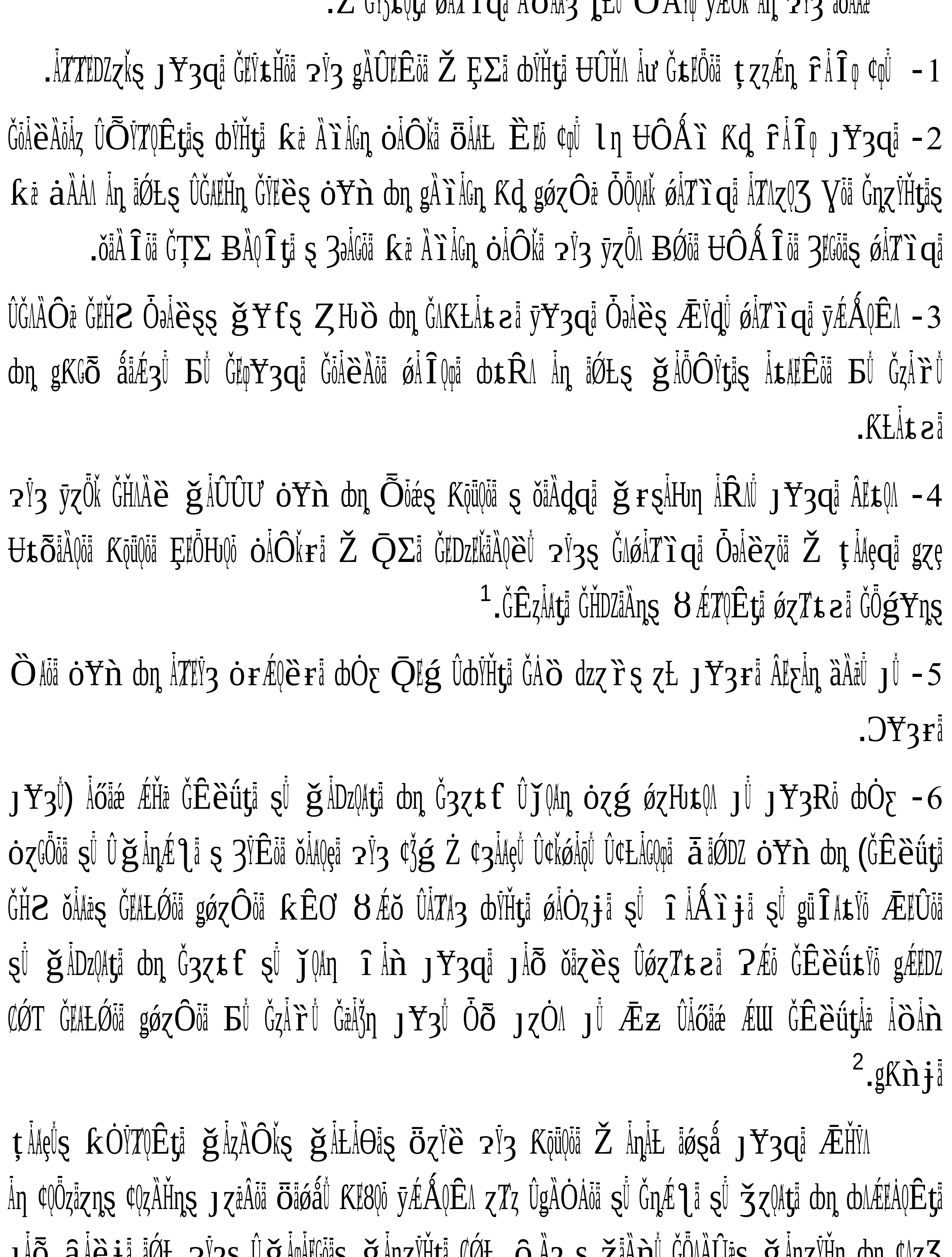
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[1] - [illegible] (2002 [illegible]) ص 14.

[2] - [illegible] (1998 [illegible]) ص 323.

[3] - **Jean Marc Decaudin** : Glossaire de la communication marketing, (Paris, Ed Economia, 1996), p86.



[1] - **Daniel Cornu** : Communication publicitaire, (Paris, La découverte, 1993) p42.

[2] - **عبد السلام أبو قحف**: هندسة الاعلان والعلاقات العامة، م.س.ذ، ص 285.

[illegible]

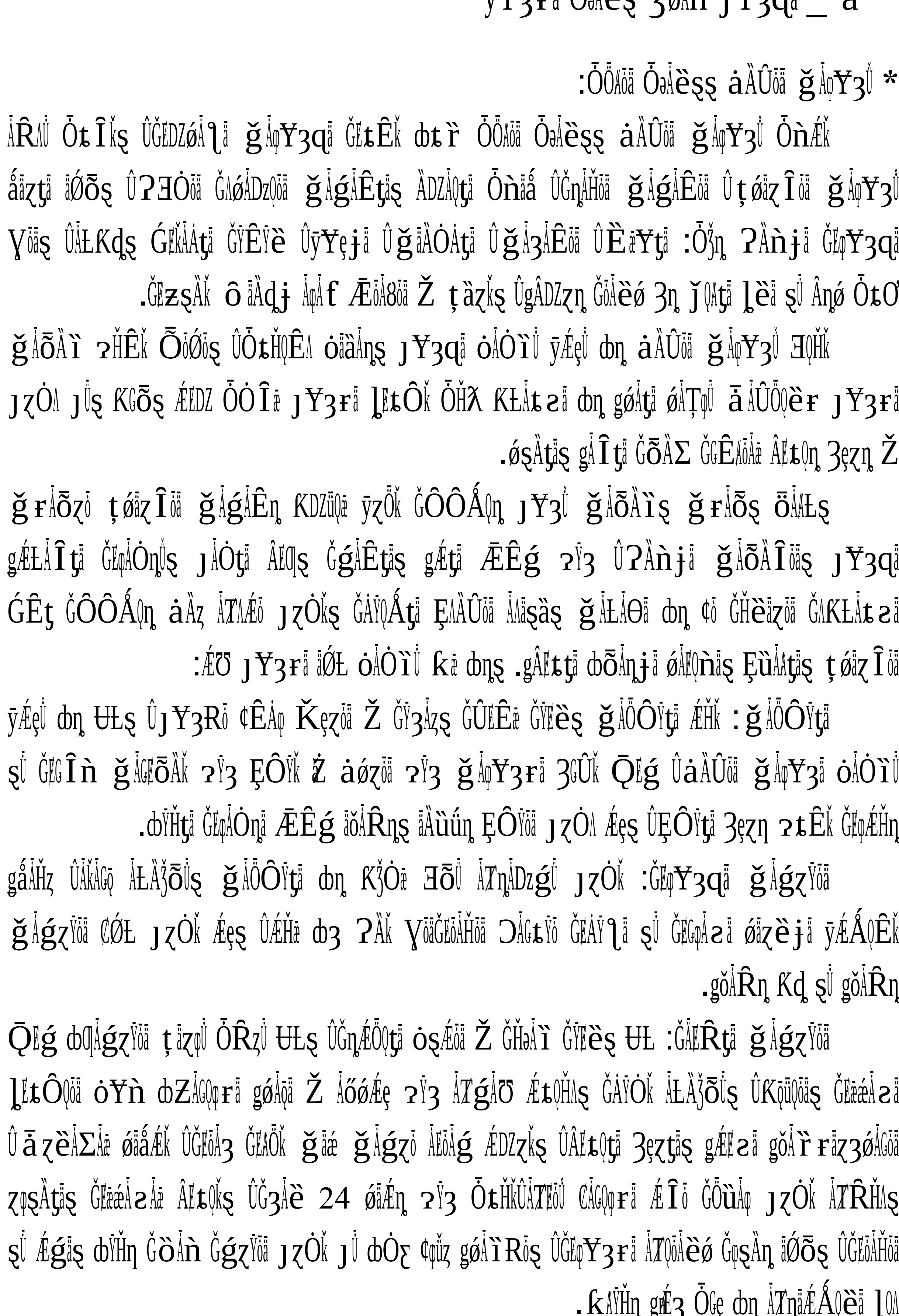
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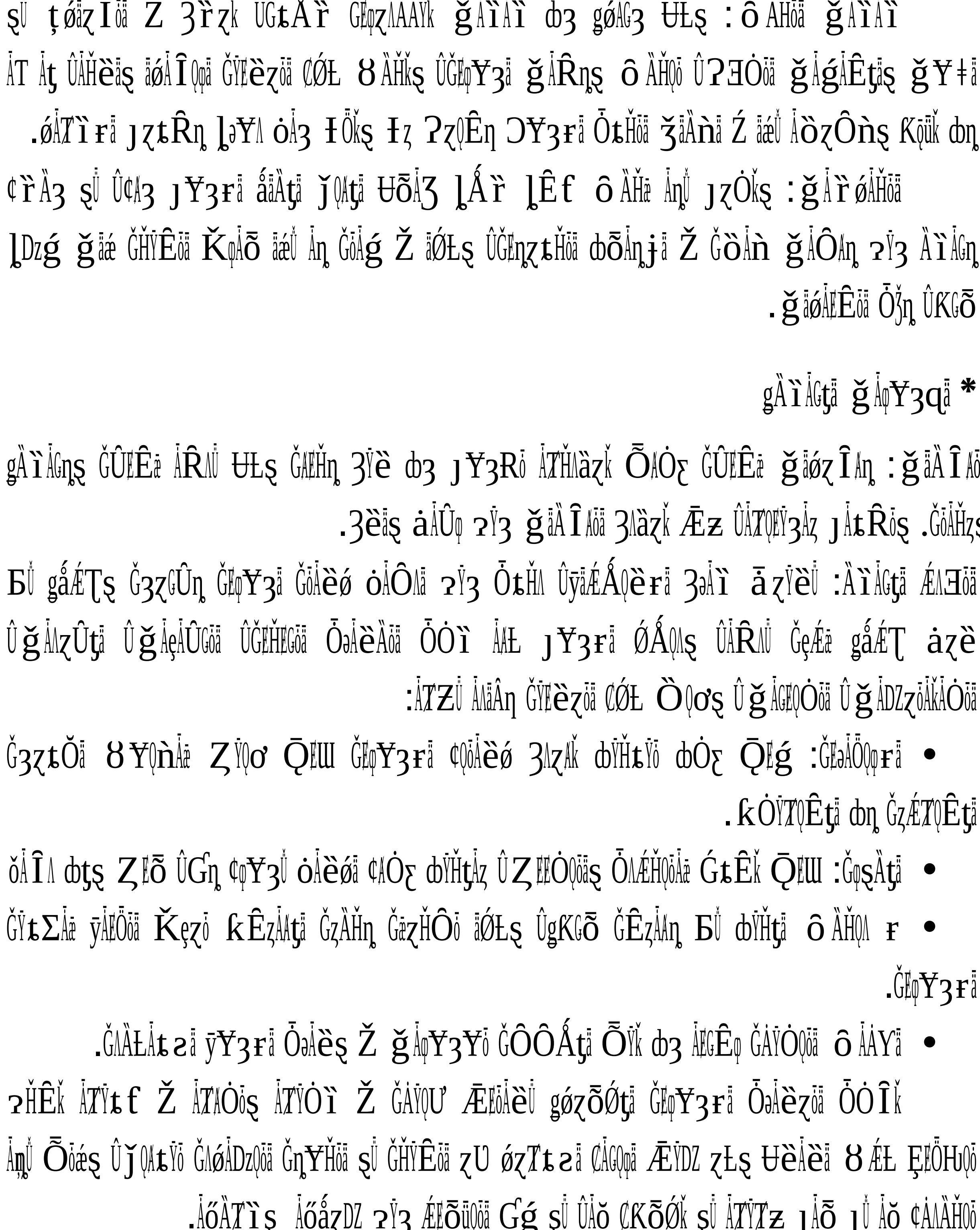
- [illegible]

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[1] ـ **أحمد عادل راشد:** الاعلان (بدون مكان نشر، دار النهضة العربية،1981)،ص49.





[illegible]

[illegible]

[illegible] [1]

[illegible] [2]

[illegible] [3]

[illegible]

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[1] -**Philippe Morel** : Relations publiques, relation presse : une communication élargie (Paris, Ed Bréal, 1991) p31.

[2] -**Philippe Aboiry :** Les relations publiques : ou la stratégie de confiance (Paris, Eyrolles, 1991) p32.

[3] - [illegible] (1988 [illegible]) 159.

* [illegible]

[illegible]

-1 [illegible]

-2 [illegible]

• [illegible]

• [illegible]

[illegible] [1]

-3 [illegible]

-4 [illegible] [2]

[1] -**Georges Donnet** : La presse d'entreprise : mode d'emploi (Paris, Ed Liaisons,1994) p91.

[2] - [illegible] (2000 [illegible]) .67

-5 [illegible]
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-6 [illegible]
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-7 [illegible]
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-4 [illegible] [1]

-5 [illegible] [2]

-6 [illegible]

[2] -**Philippe Morel** : op.cit, p59**.**

[illegible]

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-11 [illegible]

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-13 [illegible]

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ǺőǺɳǼǹ ȯʐǵ ȪəǺèȘ ǞǺǞȶǬö ǦŸȄèʐöä ȻǾȽ ȪȣǬȆǩ ǴɳǺȞöä ğǺęŸȞöä ǥøäǻüʐ øʐȚȶƨä ʡŸʒ
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ȸɳ ǦȆèǘʈä øäȘàȘ ɄŸǹäǼöä øʐȚȶƨä ʡŸʒ ȳŸʐɉä ǾȽ ȏǞȞǩ :ǴəǺȶǼȆöä ȳŸʐɉä-16
ğǺęŸȞöä ȳŸʐɉä ȸǺǤǬǩȘ ǛǦȆèǘʈä ʐǓ ǼȄǱZ ʈǺǤȖɸä ȨŸǹ ǺȚʐǼȽ ǛɄǱZøǺɭä øʐȚȶƨä
ȳŸʐǓǛǦȄȶȄŸȞǩ ȳŸʐǓ ǛɄŸǹäǼöä ȯǺȎǩɼä ȳŸʐǓ ǛǦȄʒǺʐǻ ȳŸʐǓ ǥǻǼǂä ȣäǼȽɉä ȸǺǤǬæ ǴɳǺȞöä
.ƀǓ...ǦȄȪǺʐȆǩ

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ǺȽøǺǤǬʒǺæȘ ǛǦȆèǘȶŸö ǦȄǱZøǺɭäȘ ǦȄǹäǼöä ƘȽǺȶƨä ʒɳ ğǺęŸʒ ǦȄȶʒ âǺèǓ ǺŒǓ ǬȄǵ ǛǺőøʐò
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(mécénat) (sponsoring)

(sponsoring)

(mécénat)

(mécénat) (sponsoring)

1 - **Marie- Hélène Westphalen** : op.cit, p327.

2 - **Gary Tribou** : sponsoring sportif, (Paris, Ed : Economia,2002) p29.

(traveling) (zoom)

(le cosponsoring)

[1]

[1]- **Silvère Piquet**: sponsoring et mécénat : la communication par l'évènement, (Paris, librairie vibert, 1985), p149.

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(sponsoring)

(mécénat)

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.3 [1]

[1] **Marie- Hélène Westphalen** : op.cit, p331.

[1] **-N.G.O.S:** Public relations and society, 25.08/2008.(http://www.ngoce.org. content/pm2520.doc), 100 Ko.p7.

[illegible]

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1. [illegible] (I B M) [illegible] (Toyota) [illegible] (Mono prix) [illegible] (Microsoft) [illegible] .(Venezia) [illegible]
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3. [illegible] . (Michelin) [illegible] (Lacoste)
4. [illegible] *(yvesroches)* [illegible]
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.2 [illegible] :(Marque produit) [illegible] (Procter and gamble) [illegible] (Camay, Zest, Ariel) [illegible]

[1] -**Caroline Dayan** : Le nom de marque, création et utilisation, (Université de Genève, 2001) p14.

.3 [illegible] :(La marque gamme) [illegible]

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[1] - [illegible] (1948 [illegible]) 285 [illegible].

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" Duboisş Nicholson"

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_ [illegible] (la vente par internet) [illegible]

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[1]- **Pierre Desmet** : Marketing direct : concepts et méthodes, (Paris, Ed : Dunod, 2001) p326.

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[1]- **Bertrand Aquélin et Jean-Luc Arrégle : le** management stratégique des compétences, (édition ellipses, Paris, 2000), p.86.

[illegible]

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[1] **Libaert Thierry**:La communication de crise (Paris, Dunod, 2005)

[2] [illegible] (2003 [illegible] .153

[3] [illegible] .338

[illegible]

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:Ǧ3ÀǏqǟȘ ǦȂǻÀǶţȁ ğƔŁƩȁ

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ƙüÀǏ ÀǕǕǪæ ǦǶəÀÎöȁ ÀÎǪÀǩȘ ǥƮƮōɉȁ ƘÀǶţȁ āÀƮȡ Ž ÀŁǻÀǩȘ ȸȂǻƮƮ ȣƮŁȘ ţǕȑǕŋ ğȁæ ƟŁȘ
.ÈƮÀȂǪöȁȘ ğǕǦȮţȁ ȷȁȘƮǶöȁȘ ȨŸŌöȁ ȸƷ ƘǦǶǪŸö ǦòÀÀöȁ ǴƮǪǩ ǦǶəÀÎöȁȘ ôǕȶȣöȁȘ ǦƮƵɉȁ :ÀƵ

ɨȡ ƟŋƳƷÜ āÀÛǹ ǢƮŌǪæ ȬöæȘ ǦȂǻÀǶţȁ ğƔŁƩȁ ȻØŁ ǦŏÀƒ Ž ǦÊèűţȁ øȘǻ ȷüǕ ÀÀŁȘ
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.Ǧŋäɉæ ǦŸÔöȁ ğȁæ ȣȁÀùɉȁȘ ǉÔǇȁ ȳƳƷÜ ȘÜ ƟǅøÀǇȁ ȳƳqȁ ǦŌƮȩƮöȁ ǦǦȩȁÀţȁȘ ǥÀȶǪÊţȁ

ƮÊǵ ţǕȂǪǩ ƔöȁȘ ǥǻÀȒţȁ ǦȂÀƷƮöȁ ƮƮöÀèɉ ȧƔǇȁȘ ţƮǦţȁ ȨƮǦÛǪöȁ ƂÜ ǦǕÀȑqÀæ ȁØŁ
:Ȭöæȁ ÛǦŋäɉȁ ǦǶƮǦù[1]

- ȨǦÊöȁ ȳȁƮǼǪèÀæ ţǕȑǕţȁ ğÀƷǕȑǕţȁ ŌǦȩ ǉÔǇȁ.
- ǦæÀǅqȁ ɁŸƷ ǉƷȁÀŋ ğȁöÀƷǻÜȘ ǉÔǇȁ ǥÀǏÀǦŋ ǥƮȂƮƮÀǩȘ ÀŁƮƮÀÀǩȘ.
- ǦȂÀƷƮöȁ ǥÀȑǥÀţȁ Ƙȡ ǥÀǏÀǦţȁ ǢƮŌǪæ ğÀƷǕȑǕŋ ǥƮȂƮǅ ǦǦèÀŋ āØȮǩ ǉÔǇȁ ÀÀȶȑ.
- ǾȂǕŌ ȳÀȶǪŁŗȁ ȸƷ ţǕȑǕţȁ ɉȮȁ ƟŸòɉȁ ǦȂÀƷƮŸö.
- ǨƷȁÀţȁ ǢÀɵ ǨȶÔöȁ.
- ȷüǏ Ƙȣ ÔǩȘ Àŋɉȁ.
- ǦŏÀƒ ȳƮƷ.

[1] -- ǕÊǪǕÀöÜ ÈöȁÂǪǕǅ ǕÊǪǕÀöÜ :ȘÀÀŁ ÈÀǪ ǏÛƷǅÀţȁ 22.

[1] -**Michel Porter** : Choix stratégiques et concurrence : Techniques d'analyse des secteurs et de la concurrence dans l'industrie, (Paris, Economia, 1986), p20.

[2]- **نبيل مرسي خليل**: الميزة التنافسية في مجال الأعمال(مصر، مركز الاسكندرية للكتاب،1998)،ص65.

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8. [illegible] CE [illegible]
9. [illegible] (Model in., Designed in, Style[illegible]

[1]- **Hema Vithlani :** Les incidences économiques de la contrefaçon (Paris,OCDE,1998) p12.

.10 [illegible]

.11 [illegible]

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[1] - **Ibid.** p 27.

[illegible]

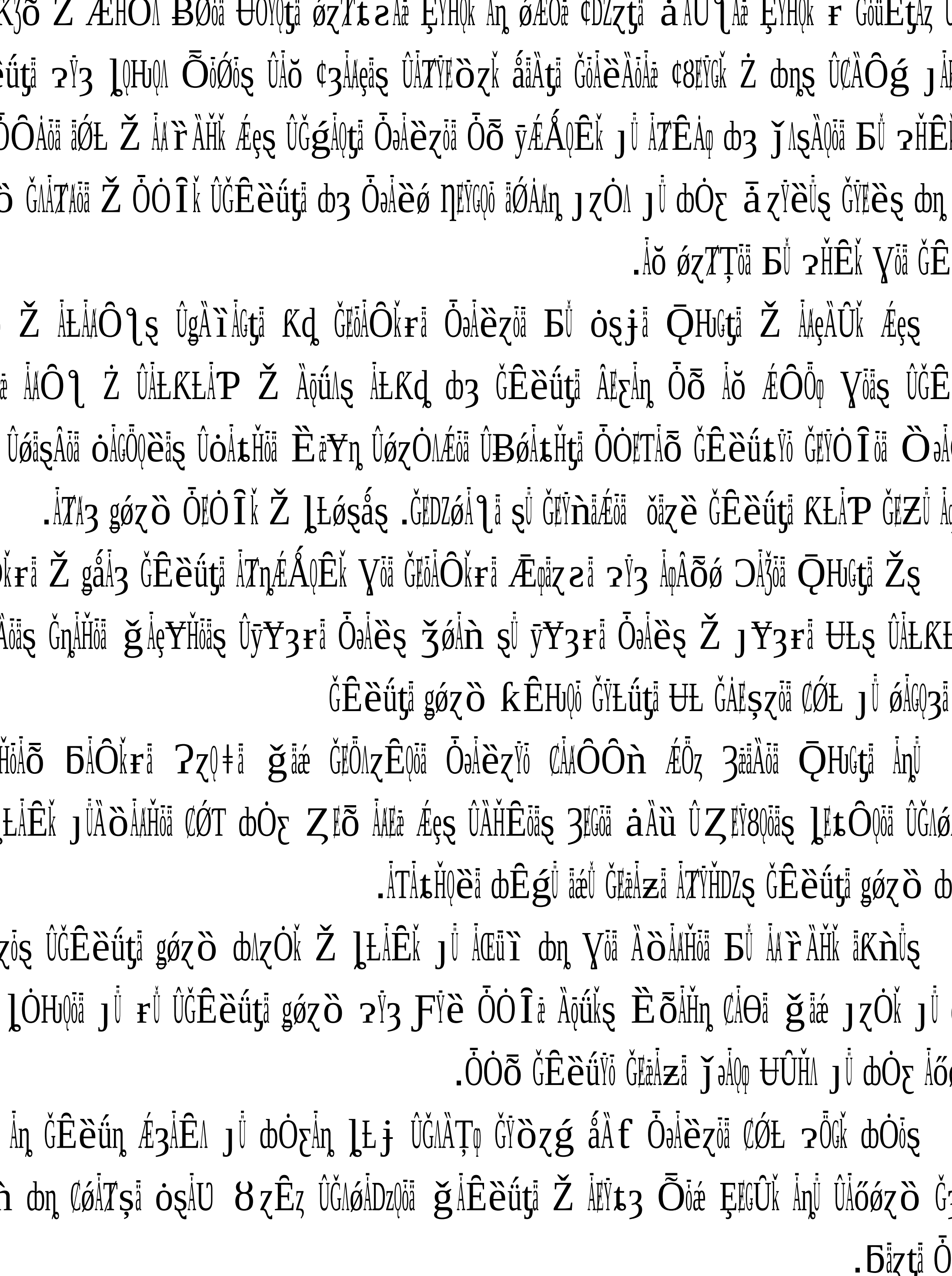
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[1] - [illegible]

[illegible]

[illegible] 2007 [1]

31500 [illegible] 5000 [illegible] 2007 [illegible] 2008 [illegible] 32000 [illegible] ((2) [illegible]

[illegible] 50 [illegible] 8 [illegible]

2000 [illegible] 11 [illegible] 740 [illegible]

[illegible] (Alj) [illegible]

[1] - www .toyotaalgerie.com

[illegible] :

[illegible] (Toyota Motors Corporation) [illegible] (TMC) [illegible]

[illegible] 45 [illegible] 26 [illegible] 140 [illegible] 246700 [illegible]

[illegible] 1933 [illegible] 1935 [illegible] (Shatar Kamaya) [illegible] .[1]

[illegible] 1936 [illegible] (G1) [illegible]

[illegible] 1947 [illegible]

[1] - www.wikapedia.fr

[illegible]

[1] - www.wikapedia.fr

[illegible] 6 [illegible]

[illegible]:

_ [illegible].

_ [illegible].

_ [illegible].

_ [illegible].

[illegible] [1]:

[illegible] "[illegible]" [illegible] 2007

[illegible] 2003

[illegible] 1999

[illegible] 1999

[illegible] 1999

[1] - Document interne TA

[illegible]

[illegible]

[illegible]

- [illegible]
- [illegible]
- [illegible]
- [illegible]

[illegible]

_ [illegible]

_ [illegible]

_ [illegible]

_ [illegible]

_ [illegible]

[1] - Document interne TA

[illegible] :(6) [illegible][1]

[illegible]

[1] Document interne TA, direction général

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

. (Alj) [illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[1] [illegible]

[1] - Document interne TA, Département vente & Marketing

[1] -- Document interne TA.

[1] - Document interne TA
[2] - Document interne TA.

[illegible]

[illegible] 10 [illegible] .2008/06/10 [illegible] -[1]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible] 600 [illegible] [1] [illegible] 20000 [illegible] :[2]

- [illegible] 1300 [illegible] (showroom) [illegible].
- [illegible] 6200 [illegible] 350 [illegible].
- [illegible].
- [illegible] 4000 [illegible].
- [illegible] 450 [illegible] 600 [illegible].

[illegible]

1 - Document interne TA.

2 - [illegible] 2008/10/14 [illegible] 10 [illegible].

[illegible]

[illegible]

[illegible]

[illegible] (Open space) [illegible] [1] [illegible]

[illegible]

1- [illegible]

2005

(Alj) 2007 [1]

[1] 2008/06/15 10

• [illegible]

• [illegible]

• [illegible]

• [illegible]

[illegible]:

• [illegible]

• [illegible]

• [illegible]

• [illegible]

• [illegible]

[illegible] (freshmen) [illegible] 2008 [illegible] 79 [illegible] [1]

[illegible]

[1] [illegible] .2008/08/26 [illegible] 2 [illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible] 2003 [illegible]
79 [illegible] [illegible] 2003 [illegible] 92 [illegible]
[illegible] (Consumer Reports) [illegible]

[illegible]

[illegible] (TPS). [illegible] (mass production) [illegible]

240,000 [illegible]

[illegible] (Toyata Way) [illegible] (TPS) [illegible]

[illegible] (Jidok) [illegible] (Just-in-Time) [illegible] (TPS) [illegible] (Supermarkets) [illegible]

[illegible] (TPS) [illegible] 1950 [illegible] (W.Edwards Deming) [illegible]

[1] [illegible]

[illegible] (TPS) [illegible]

[illegible] (TPS) [illegible] (TPS) [illegible]

1. [illegible] (overproduction) [illegible]

2. [illegible] (waiting time on hand). [illegible]

3. [illegible] (Unnecessary transport conveyance) [illegible]

4. [illegible] (Overprocessing or [illegible] incorrect processing) [illegible]

5. [illegible] (Excess inventory). [illegible]

[illegible]

[illegible] (Unnecessary movement) . [illegible] .6

[illegible]

[illegible] (Defects) . [illegible] .7

[illegible]

[illegible] (Unused employee creativity) .[illegible] .8

[illegible][1]

[illegible]

[illegible]

[1] - **J. Liker**: The 14 Principles of the Toyota Way: An Executive Summary of the Culture Behind TPS.p37

[illegible]

[illegible]

[illegible]

[illegible] 1.

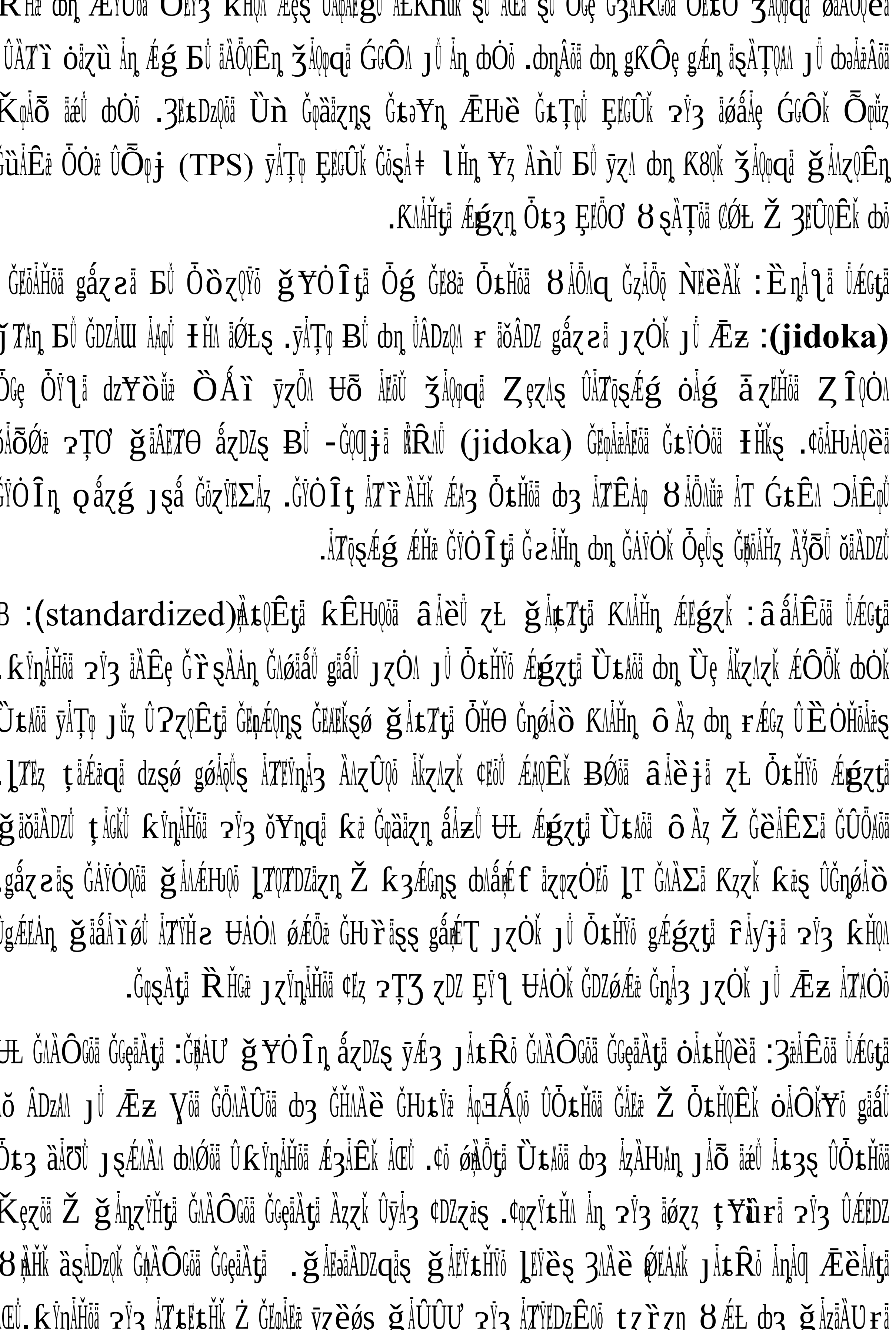
[illegible] 2

[illegible] 3

[illegible]

[illegible] "Pull" [illegible]

[illegible] (Heijunka) [illegible] (TPS) [illegible]



(TPS)

:(jidoka)

(jidoka)

:(standardized)

[illegible]

[illegible] [1] [illegible]

[illegible] (Mura) [illegible]

[illegible]

[illegible]

[illegible]

[1] [illegible]

Genchi) [illegible] (Genchi) [illegible] **:(Genbutsu** [illegible] (Genchi Genbutsu) [illegible] (Genbutsu) [illegible] (Gemba) [illegible] .(Genchi Genbutsu). [illegible]

[illegible] (Gemba). [illegible]

:(Nemawashi) [illegible]

[illegible] **:(kaizen)** [illegible] **(Hansei)** [illegible] [1]

[1] - **Liker, J.**: The 14 Principles of the Toyota Way: An Executive Summary of the Culture Behind TPS p44

[illegible]

[illegible]

[illegible] .(Good will)

[illegible]

[illegible]

[illegible]

[illegible]



ÅǩɀɅɀǪö ǦɅǿÅDzǪöä ǦɳƔǶöä :(7) ɭȩǿ ŌȮÎöä

ŌÀèǕ ǦɳƔǶöä ɭèäȘ ÛÀþɉä ɉɀŸöÀæ ÅǩɀɅɀǪö ǦɅǿÅDzǪöä ǦɳƔǶöä ŌȮì ÀȾȚɅ ɁÀǹǕ ɉÅȄǵǕ ŽȘ
ƆÅæÅȄöä ɭŸǶŸö ǥÅõÅȚ ɉɀȮÅɳ āÀȩǕ ŌȮÎöä äǾȽȘ ÛȐȄæɉä ɉɀŸöÀæ ŌȄÛǪÊɳ Ž ÀþɉäɉɀŸöÀæ ȼɅɳ
.ÆŸǤöä äǾȽ ȸɳ ÅȾǪɀÅÖǫ ǦÊèǘȶä ȻǾȽ ÆȴǪÊǩ ɃǾöä



ƆÅæÅȄöä ɭŸǶöä ɉäɀöüæ ÅǩɀɅɀǪö ǦɅǿÅDzǪöä ǦɳƔǶöä ŌȮì :(8) ɭȩǿ ŌȮÎöä

- ǿÅǶÎöä

:ɀȽȘ ÅȾȄöǕ ȯɀòɀŸö ɁǶÊǩ Ɣöä ȣäÆȽɉä ŌõÀÔǪơ ǦŸƤ Ž ÅǩɀɅɀǩ ǦÊèǘɳ ǿÅǶì ŌǯȴǪɅ
ǿÅǶÎöä ǿÅò äÀǹǘɳȘ .ÆȣöäÅǩɀɅɀǩ ÛȳɀȄöäÅǩɀɅɀǩ ȾǶɅȘ Û(toyota today, toyota tomorow)
ǦǤɖÀöä ȸʒ ƎǶǩ ǬöǾæ ȾȽȘ Û(Toyota tomorow) ǦŸƤ ɁŸʒ ǛŌɀ ÀÔǪŌɅ æǕ ÛÀǯõǕ äÀÔǪƯ
.ɁÀǹǕ ɉȘÀȩ ÅɳǾ ȘǕ åɀŌʒ ƂǕ ǒÅŌǦȘ ǿäÀȴǪèɍÅæ ÅǩɀȄǪö ǦɅɀŌöä

[illegible]

[illegible]

[illegible] [1]. [illegible]

[illegible]

[illegible]

[illegible] *

[illegible] (le soir d'Algerie, El watan) [illegible]

---

[1] مقابلة مع ر.م. مسؤولة في قسم البيع والتسويق، في مقر المؤسسة بين عكنون، في 2008/10/12.على الساعة 16.00.

ğ ÀÕÔŸţä *

ČÊèűņ ʔÆö ŋöÀæ ÿÀŧŲŁÀæ ČŸÈèζöä ȻØŁ ɂȚƠ ÛÀTÀÒïÙ åÆĤkş ğ ÀÕÔŸţä ţζÀk ÕŔÀæ Ž Õǯŧ٥kş ČÕÀĦŲţä ğ ÀφŸʒqäş ÛČÈÛəÀΣä ğ ÀÕÔŸţÀõ ÛÀŦÀŋ ÆΛÆȞöä ÕŧȞŲÊk ǪÈǵ ÛÀkζΛζǩ ʔƎÒöä öäÀÎöä ğ ÀǵÀÊŋ Ž ŌöØõş ÛČÈφŸʒqä ğ ÀŲζŸöä ô ÀĤö ČÀŸŲǺţä ÕÕÀöä ÕəÀèş ÿäÆǺŲèä .((4) ĘĦŲŸţä ÀȚφÙ) ÛÀŁƘɖş ČΛÀŔΣä ƆÀČţä ğ ÀŦDZäş ɂŸʒş

ÿŸʒqä ÕəÀèş ǯøÀǹ ȷŸʒqä

ƘφüŲöäş Ȣ ÆŦŲÊţä øζŦŧƨä БÙ òζòζöä ÆŸÛŲΛ ȷŸʒqä Ž ČęŸǹ ČÈΘäÀŲèÙ ĘÈÕƠ ȷÙ ÆĤæ Ǥǵ ÀŧŲÊk Õæ ʒÈČöä ČÛÕφ БÙ ÆÕkÀţä ȷζæÂöä òζòş åÀDzŋ ƵęζŲk ɍ ČŸŧȞöä ȻØŁş Û¢ÈŸʒ ŌöØöş ÛČÊèűţäş ČŋŸĦŸö ȻöÀζşş ¢ŲÕφ ɂŸʒ òζÔΣä БÀŲöÀæş ȷζæÂöä øäÀę ÆÈõüŲö ÛöäÀÎöä ČÈŸŧʒ ¢ȉÀȞk ɃØöä ǰŲÀţä ɂŸʒ Ȣ ÀȞŲöä ɂŸʒ ȷζæÂöä ȻÆʒÀÊk Ɣöä ÕəÀèζöä ČÀÈő øÀČŲʒɍä ƙĤæ ÀkζΛζǩ Øǹüǩ :òŸǹ ȸŋ

(show room) ô ÀȞöä Čʒ Àę *

ǴŧÊΛş ÀkζΛζǩ Ȣ Àü ȸŋ ČʒζΛÔţä ğ äøÀÈÊöä ϙÆǵÙ ȸŋ ČʒζΛŋ ČŸÈÒÎk ÀŦÈζ ÆDZζǩ dzÀïş ğ ÀŋζŸĤţä ĈÆÕφö ČŧŦŋ ȷζöζΛ ȸΛØöä ƘÀÈŔţäş ğ ÀÀÈŔţä ČÕζÀæ ğ äøÀÈÊöä ČΛÀȞŋ ȢζÈŔŸö ȻØŁ ȷɉ ÀŦÀəÀæÂö ÀkζΛζǩ ÀŁÀζζǩ Ɣöä ğ ÀŋÆʅä ζÜ ȷζæÂöä ÿÀŧŲŁä ǥøÀŲÙş ÛţζφÕÒö ČÈèÀèɉä ğ äÀÈţä .ǥÆəäÂöä ÀőÀŋÆʅ ŌöØõ ǯşÀk ÀyŲş ʒÈČÀæ ÙÕζ lȞk ɍ ǥƘǹɉä

ô ÀȞöä ğ ÀïÀï*

ÒəÀÔʅä øÀŦşüæ ǴŧÊΛ ȷŸʒqä ȸŋ ÀÀÈȞŋ ÀʒζΦ ÀŦÈŸʒ ô ÀÀk ÀkζΛζǩ ʔÆö ǰŲÀţä ČÈÔǺï ČŦDZäζöä Ž ČĦÛÊŋ ğ ÀïÀï ϙŸφ ÆDZäζǩ ÀkζΛζǩ ÀÕţ ÀəäÂöä ȘǵŸΛ ŌöØöş ÛǰŲÀţä Ž ČÀŋÀÒöä ƵŸŲƯ ÀŦȚk ÛÀkζΛζǩ ğ äøÀÈÊæ ČòÀʅä ğ ÀφŸʒqä ȸŋ ČŸÊŸè ô ÀĤk ÛɄÈÈəÀöä ÕǹÆŧŸö ČÈŋÀŋɉä ÛǥÆČȞţä ČȞΛÀÊöä ȧÀÛöä ɂŸʒ ʔÀǹÙ ǥøÀkş òÀŋÀöä ɂŸʒ ǥøÀk ČʒÀÊæ ƘÊk ɄŁş ÀkζΛζǩ ğ äøÀÈè ţäζφÙ ÕəÀèζöä ȸŋ ÆΛÆȞöä ÿÀŋÙ ¢ÊÀφ ÀəäÂöä Æƶ Àŋ äƘǯõş ÛÆŁÀÎţä āÀDzʒÙ ƘǯΛ ȷÙ ¢φüï ȸŋ äØŁş .ȻøäÀę ÆõüŲk Àŋø şÙ ÛöäÀÎöä ČÈŸŧʒ ɂŸʒ ¢ǯƠ Ɣöä ČΛÂÈÀĦŲöä

ğ ÅΛζÛţä*

ÅőÅDzϘΛη ZΛÀĦϘŸö ÛɃøÅΘ 3æÅù ğ äæ ÆŸɖɟä Ž ɄĿş ǦÅŸϘÅţä ğ ÅΛζÛţä ǻäÆ3Ǚ ÅǩζΛζǩ БζϘǩ
ÅɬÕ ÛɃÆǵ ʔŸ3 ǰϘΛη ÕÕ Òơ Ɣöä ǦĘζäζöä ğ ÅηζŸĦţäş ǦηäŸöä ğ ÅǵşÀÎöä ǦŸÆèζöä ȻØĿ ÿÆÕǩş
3ŸÛɬŸö ǴĘϘǩ ÛǦÅŸϘƯ ÅΛäşà ȸηş ğ äøÅÆÊŸö óζò şǙ øÅÆ8öä 3Ûę óζò ʔŸ3 ȷÅÆǵɟä ÆŸɖǙ Ž ɃζϘƠ
((5) ĘĦŸţä ÀŢφǙ)[1] .3ŸÊöä ȻØĿ öÅΛϘęä ȯÅǵ Ž ÅƬǦÊϘȮΛ Ɣöä ğ äÂƗţä ʔŸ3 ÀǰõǙ ȣÀĦϘöä ÅƬƗŸ3

ğ ÅϘζŸöä *

ǥǨǦõ ğ ÅϘζɍ ÀÎ3 ȸ3 ÕÕΛ ɍ Åη ÆDZζΛ æǙ ô ÀĦöä Ǧ3Åę Ž ǨÅŸη ÕȮÎæ ğ ÅϘζŸöä ÆDZäζϘǩ
ÕĘϘ ÛǦÅŸϘƯ ğ äøζȮΛǻ Ž ȻÀΛζÔǩ ȯŸǹ ȸη ÛǦȑşÀĦţä ğ äøÅÆÊöä ȄÅΛö äøζò ÕɬƠ ÛǦ3ÅÕöä Õ8Îǩ
Şǵɍ) .ǰϘΛţä ʔŸ3 ǦĘöÅÆʅä ȸη ζDZ öÅΛȑɋ Åηø äØĿş ÛÆĿÅÎţä ʡÆö ǦĘΛĿæ ğ ŸÆǰϘ ĘŸơş ÛǦĘĦęäζŸö
. ((6) ĘĦŸţä

ǰϘΛţä ô À3 *

Û3ΛÀÊöä ĘΛÀÛŸö ÕæÅÕţä ǦÊèǘţä ȴǦţ ǦΛζŸĦöä Ǧǵ ÅÊţä ʔŸ3 ÅőÅDzϘΛη ȸη ÅȒĦæ ÅǩζΛζǩ ô ÀĦǩ
ÅǩζΛζǩ ȷǙ ȷŸ3ɋä ǦöşǘÊη ÀõØǩ ÅɬÕ ÛǥǨǦȮöä øşÀţä ǦõÀǵ ÆǦÊæ ǥǨǦõ ǥÆĿÅÎη ʔŢƠ Ɣöäş
ȷζȮΛ ÅĿǨDZǚǩ ȷɟ ÛǦΛÊöä ȻØƬ Бş Æöä øÅÛţä Ž ǥÆDZäζϘţä ô ÀĦöä ǦǵÅÊη ʔŸ3 ȯζÔΣä Ž ǨŸÎζ
.ǦΛζÀè ǦÔęÅΛη Ęζş

ȴȮƮş âşøÆη ÕȮÎæ ȴϘΛ ÛȷŸ3Ȓö ÅǩζΛζǩ ÿäÆÅϘèä ȷǙ ȻÀõæ ĘǦè Åη ȯŸǹ ȸη şÆǦΛş
ȸη õÅΛĿ ȷζȮΛ ȷǙ Æäɍ ÅƴΛş ÛȂÊĦζ óζƬŢöä ǻÀŎ ÿŸ3ɍä ÕəÅèş Ž óζƬŢŸö ʔĦÊǩ ɍ ɄƬζ
ǦÕǰæ 3ϘɬϘǩ ÅǩζΛζǩ ȷǙ ÀƬŢΛş Ûô øÅĦţä şǙ ÛǦòÅɋä ô şÀĦöä ȸ3 ȠƗŸǦϘŸö öäζè Û¢ÕĘÕĦϘö ʔĦÊǩ ȣÆĿ
ǦηŸ3 ȷǙ ƎϘĦǩ ÅŒɟ ÛǦΛøÅDzϘöä ǦηŸĦöä şä ǰϘΛţÅæ ZΛÀĦϘŸö øÅƬìɍä ÿäÆÅϘèä ȸ3 Ɨ8ϘÊǩ ÅƬŸĦΘ ǦĘöÅ3
Åŏ óζƬŢŸö ÅɬəäǻÅǩζΛζǩ ʔĦÊǩ Ɣöä ǥøζÔöä ɄĿ ȻØĿş Û[2] ZΛÀĦϘöä ȸ3 Ɨɖ ÅƬDzϘΛηş ÅǩζΛζǩ
.ǦφŸ3ɋä ÅƬŸəÅèø ȯŸǹ ȸη ÛÅƬÆĘÀϘöş

[1] - ÈΛφ ǦŸæÅÕţä.

[2] - ǦŸæÅÕη ǦÕæÅè 3η ÆĘÊöä ÆöÅǹ ɃÅò .

(Outlook)

- [1] ... يوم 2008/11/15.

(Teamwork)

(GRM)

Ǒǖǌ Ʀǫǿǟ _ ǡ

ǟ ǞǑǨ ǞǨǌǖǌǨş ÛǞƬƞǞ ƭǫĿǟ Ǒǒǖ ǆƞ ǦǞǟ ǦÊèǘƫ ǞƬǌǞ ǙǗ ǧǞǜǞÎǞǟ ǰǌǑǨ Ǟƞ ǞǑǟǞǳ
ǰǞÊǑ ƻǛǯ ǒǞǄ ǞƭǬ ǟǾĿş ÛƱèǞèǛ ǑǑÎǟ ǦƐǌǞǑǮǟş ǦǞƘǂǟ ǦÛÎǥǰǟ ǦǞǯǞǑ ÛǞĿǻǌƬǄ ǼǛǳǛ
ÛǫǞƭǯǰǟ ǆƞ ǼǞǼǞǟ Ž ɃǻǞƞ ǈǯǼǟ ǦƵǞÊƫǞǟ ǦÊèǘƫ ȻǾĿ ȳǌǑǨ ǽǛ Û[1]ǰɎǯǭǟş ǫǞÔǨƦǟ ǦǫşǘÊƞ
:ǞǬǾǥ ǟǞǹǘƞ ǞƬǛǌƦǫǟ ǞǨǌǖǨ ǨƞǞę Ǚǟ ǦÛÎǥǰǟ ǈĿǛ ǆƞş

ǦƞǞƬǟ ǞǞȒǑǟ Ž ǬǾǞÎǨş ÛǯǛÛǫǟ ǑǦǑǫÊƭǛǑ ǞȚǞǨ ǦǞǜǟǌƞ ǦÊèǘƞ ɃǖǬ :ƘǄÎǫǟ ǦǛþ _
ǦǛƭΣǟ ȻǾĿ ǿǞǨì ǼƱş Û[2]ǦǞƐǟ ǦǞƭΣ ǦƭÁř ǦǛþ ǆÎǨ ǞǨǌǖǨ ǰǘǌ ÛǥǞǒǞǨƫǟ ǧǞǨƭǫǑǟ ÈǗ Ǚǟ
ǑǖǌƦǫǟ ǞƬƞǞę ɃǛ ǦǌǞř ǭǞǟ ǟǾĿ Û((9) ƐǨǛƫǟ ǞȚǥǛ) ǦƐɎǯǭǟ ǧǞǑÔǛƫǟş ǿǌÔǟ ǼǛǳǛ Ž ǻǌǄǌƞ
ɃǾǟ ÛǥǞǄÎǟ ǼƐǯ ǦǦèǞǞƞ ǬǑǽş Ûǧǟǟ8ǛǑ ǦƞǞǨǟ ǦǞǞǼƫǟ ǯƞ ƐƐÊǞǫǟǞǟ ÛƘǄÎǫǛǑ ǦƞǞǯ ǦǛþ
Ʊǵǟǌř Ž ǿǞǫǑĿ 60 ǦǵǞÊƞ ƻǛǯ ǥǞǄì 100000 ǟ ǞǞ8ǟ 2008ǦǞè ǞǨǌǖǨ ȼǟ ǨǛǞǫǵǟ
ƻǛǯ ǥǿǞè 100000 ƱĿş ǞǟǞÂƨǞǟ ǨǨǟ Ǚǟ ǧǟǿǞÊǟ ǻǼǯ ɃǛ ǞȒǞǛ ƘÎǞ ǈęǞǑǟ ǟǾĿş ÛǦƭǒǞǨǟ
.((10)ƐǨǛƫǟ ǞȚǥǛ) Ûǧǟǌǟè 10 ƻǼƞ

ǦǛǟǞǯ 250 ǯƭƨ ǥǿǻǞǦƞ ǞǨǌǖǨ ǨƞǞę ÛǞƬǞǟǞǟÂǟ ǞƬǫęɎǯ ǈƐǯǼǨ ǿǞǜǛ Ž :ƱǛǟǞǨǟ ȻƕǫǑǟ _
Ž ǑƞǞǬ ȳǌƐǑ ǦĿǞǥ ǒǞȒǑǑ ǑÁì 1000 ǆǯ ǼǞǞ Ǟƞ ǥǌǯǼǟ ǬǑǽş ÛǞǨǌǖǨ ǧǟǿǞè ǌǞǫęǟ ǆư
21 Ž ÛǥǞǄÎǛǑ ƱƫǞǨǟ ǼƐǨǟ ǯƞ ǞǞƞǟǞǨ ǬǑǽş ÛǦƭǒǞǨǟ ǞǟǞÂƨǞǟ ÛǈĿǟǞǟ ƃǟǼǟ Ʒǫǌ8ǟ ɃǻǞǥ
.(ƐǨǛƫǟ ǞȚǥǛ) 2008 ǟ ǿǞƞ

ǻǟǞǌǛ ǯƞ ǦǛÔǟ ǼƐǜǌǨ ǼÔę ǦƐǑǞƞ ǧǟǼǯǞÊƞ ȻǼǑǨ :ǦǞƘǂǟ ǧǞÊèǘƫş ǧǞƐǨƭƨǟ Ǒǖǌǖ_
ȳǞǫǞǰǟ ǫǞǞǜǰǟ ǦǞǯǿ ǿǟǻ ſǞÔǑ ǦƐǑǞƞ ǧǟǼǯǞÊƞ ǦÊèǘƫǟ ǨƞǼę ǼǑǌ ÛǆƞǞȒǫǟ ǳǌşǿ ǯǌǿş ǯƭǫǑǟ
.ǦƭǒǞǨǟ ǞǟǞÂƨǞǟ ÛǦǞǿǟǿǼǟ

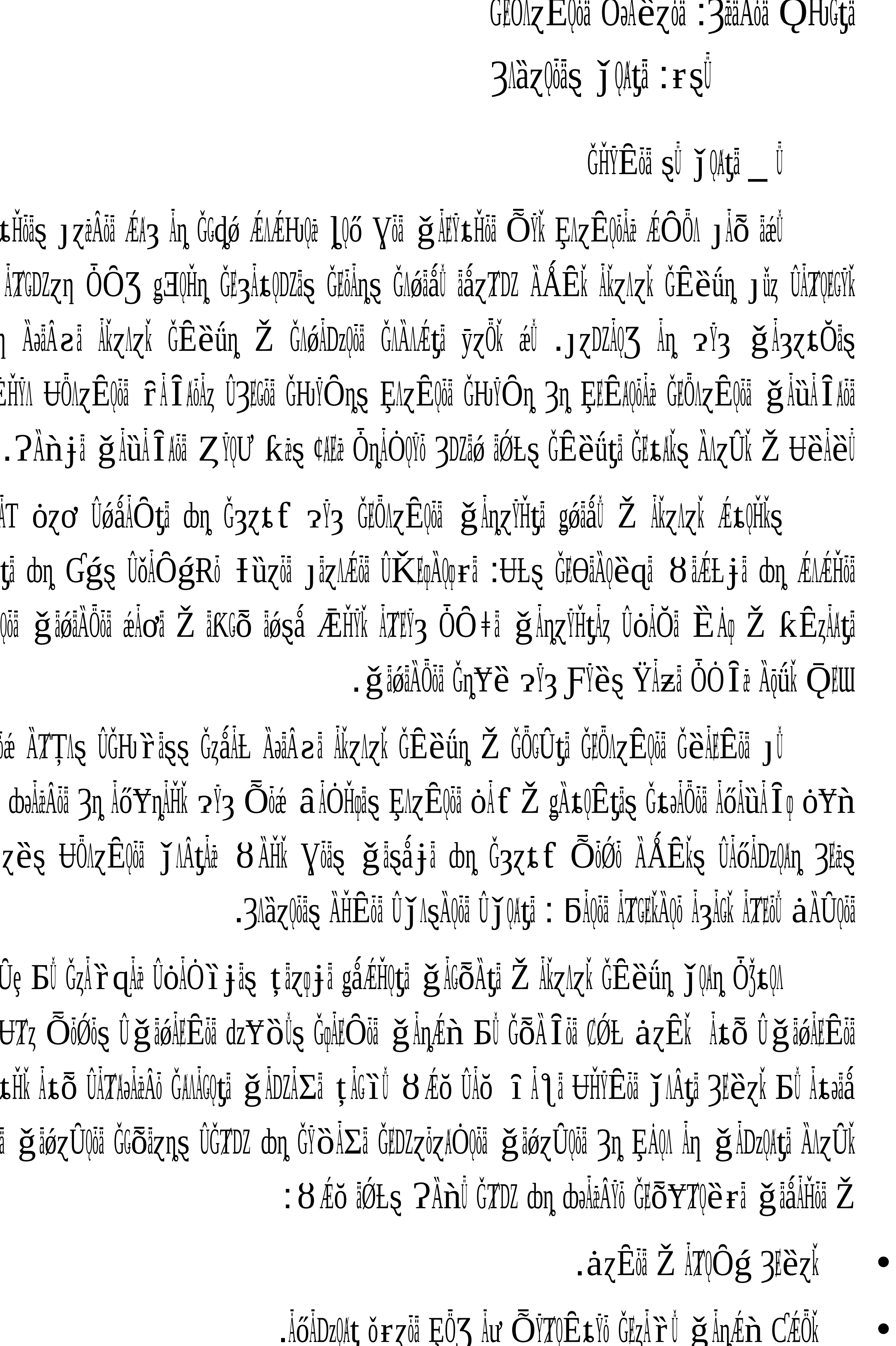
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[1] - ÈǞǥ ǦǛǞǑƫǟ ǦǑǞÊǟ ǯƞ ǫǞÔǨƦş ǰɎǯƦǟ ǦǫşǘÊƞ.ǫǞÔǨƦş.

[2] - ǧǞǬǞÎǟ ǼǛǳǛ ǞǨÎǨ ǬǿǾş ÛǦǞƐǟ ǫǌǨ Ž ǦǦÊǫƫǟ ǞǑǞǨǟ ǞǮǬǟ ǆƞ ǌĿ Ûǧǟǿǟ ÊǟǞş ǯǥÔƫǟ ǰǞǹǟ ǰǛ ǦǞƐǞǟ ǦƐǨƫǟ ǧǞÊèǘƫǟ ƎǫǨǨ ǟǞǮƞ" ƱĿş ǦƐƫǞǯ ǦƭȚǞƞ ǿǞǜǛ Ž ǞǨǌǖǨ ǑƭǨǨ ǟǼǑ.ǞƬǫǨƭÊǑ ǜÊǞş ǞǿǿǌǑ ȻǌÎǞ ǼęǞƞ ǟǾĿ ÛǦǞƐǟ ƘƞǼǫǟ ǞǹǜǞ ş ǑǑÎǟ ǦƭƬǫƞ ǞƐǛ ǧǟǿǞÊǛǑ ǦǞÔƫ ǦǞÔƫ ǧǞǞǞǟ ǑƭÎǫǑ ǧǟǿǻǞƫǟ ȻǾĿ ƻǼǨǫǨş ǫǌǫǟş ɃǿǞΣǟ ǟ ǞǫǵƦǟ ǥǞĿǞş ǆƞ ǼǨǛǑ ǑǞǰǟ ǦǛǌÛǟ ǞĿǻǌƬǄ ǟ ǞǑǨş.ǦƐǞƐǟ ǦƐşǘÊƫ ǞǞǞǫǑ ƻǨÊǨş "ǑǿǰǞ
ǆƞ ǧǞǫǞǨƦǟ ǆƞ ǼΣǟş ǦƐǞƐƭƐǑǟ ǻǌƫǟ ǥǿǟǻǛ ǞǞǞǨ ǑǛǹ ǆƞ ǦƐǞƐǟ ǞǜǞƯ ǆƞ ǑƐǛǑǫǛǑ ǟǾĿş ǞǞǞǑǫǟ ǥǻǞǯǛ ǞƭǨǟ ǦǞǞş ǯǫƫǟ ǥǟǵ ǼǞǼǫş Û ǯǞǫǭǟ ǆƞ ǦƐǑǞǹ
.ƐǛǑǛǑ ǥƘǯƫǟ ǻǌƫǟ

2008

(Caritatif)[1]



[1]ÄàäÂƨä Ž ÄŢÄàÄæÂö ǦÊèűţä ÄŢ ȑ ÄĤǩ Ɣöä ğÄDzǪÄţä ȐĤæ ƃÄǪöä ȯşÆƨä ƙGÄş
Äǩ ʒÄʒǩ ğäøÄÆè

(références) ǦöÄǵ ɟä	ʓæʒ ʈÄöä	gøÄÆÊöä ţʒφ
CE140-NG-01	(Corrola) ɟşøʒõ	ǦÆǵÄÆÊöä ğäøÄÆÊöä
CE140-NG-02		
ZZE141-NG-01		
ZZE141-NG-02		
ZZE141-NG-02 AUTO		
ZZE 150 -01	(Auris) ȄÄøşǕ	
NDE 150-01		
NDE 150-02		
YRS-HB-21	(Yaris) ȄÄøÄÄ	
YRS- SD-21		
YRS-HB- 01		
YRS-SD-01		
DYNA-340-CC	(Dyna) ÄÄÄǻ	
DYNA-340-PL		
DYNA-412-BB		
LAND CRUISER AMBULANCE	øäşÄõÆφɟ (Landcruiser)	ǦöÄʅä ğäøÄÆÊöä
HIACE AMBULANCE SAMH DO32	(Hiace) âÄÆĿ	
HIACE AMBULANCE SAMH DO52		

2008 ÄàäÂƨä Äǩ ʒÄʒǩ ǦÊèűţ ǦÆŸǹäÆöä ĘàÄǬʒöä :øÆÔţä -[1]

(références) ǦöǺǵɼä	ǯæʐȶǺöä	ǥøǺǼÊöä ţʐφ
LVPD-14	øàşǺõǼφɼ (Land cruiser)	ƷʐǼöä ǦǼƷǺæø
LCPE-17		
LC76-01		
LCGX200-P		
LCGX200-N2		
PRD5-04	(Prado) şåäǺæ	
PRD5-06		
RAV4-05-D4D-NG	(Rav4) 48äø	
RAV4-05-D4D-NG-2		
BBR-01	(Caster) ǺǪèʐõ	ǦǼǶǺǺöä ǧäøǺǼÊöä
HZBR-01		
HIACE-T-B03-01	(Hiace) âǺǼȽ	
HIA-T-B15-01		
HIA-B15-AMB		
HIA-T-B15-AMB-AC		
IMVS2-B2	(Hilux) Èõʐ ǛǼȽ	
IMVS2-N2		
IMVD2-KD-B2		
IMVD2-KD-H2		

Ǻǩʐǹʐǩ ǧǺǅʐǪǺɳ ȐǦǦö Ǧȶǝǻę :(1) ȴęø öşǼǅ

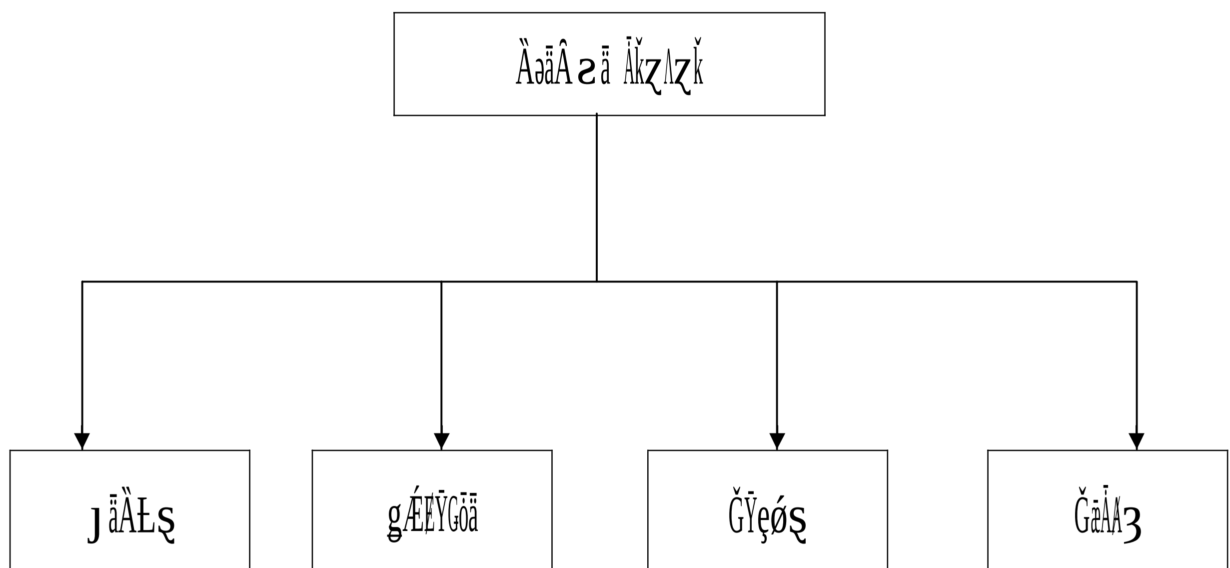
- [illegible]

(références) [illegible]	[illegible]	[illegible]
SIRION -05	(Sirion) [illegible]	[illegible]
SIRION – 04-B		
SIRION -05-AUTO		
MATERIA	(Materia) [illegible]	
TERIOS- NG-1	(Terios) [illegible]	(4X4) [illegible]
TERIOS- NG-2		
TERIOS- NG-2-AUTO		
DLT-V57-PL	(Delta) [illegible]	[illegible]
DLT-V118-BB		
DLT-BUS		
DLT-V119-RMQ		

[illegible] :(2) [illegible]

[illegible]
:[illegible]

1. [illegible] : [illegible] 50 [illegible].
2. [illegible] : [illegible].
3. [illegible] : [illegible].



(9)

[1] - Document interne

[illegible] -

[illegible] 48 [illegible]

[illegible] (13).

[illegible]	[illegible]	[illegible]
Satral motors	[illegible]	[illegible]
Eurl interrness		
Ets saidani		
Ets saidani	[illegible]	
Snc boumerdes auto	[illegible]	
Rayan auto	[illegible]	
Ets fellah	[illegible]	
Ets zidane	[illegible]	
Ets fellah	[illegible]	
Sarl Batna motors	[illegible]	[illegible]
Sarl adjiad auto	[illegible]	
Ets saidani	[illegible]	
Ifri auto	[illegible]	
Ets belghechi	[illegible]	
Snc Skikda	[illegible]	

[illegible]	[illegible]	[illegible]
Ets helailі	[illegible]	[illegible]
Ouest automobile	[illegible]	
C&F automotive	[illegible]	
Snc Sofia	[illegible]	
Auto elkhair	[illegible]	[illegible]
Biskra automobil	[illegible]	
Eurl boubrnous	[illegible]	
Ets karoui	[illegible]	
Kouidri	[illegible]	
Ets hanafi	[illegible]	

[illegible] (3) [illegible][1]

[illegible]

[illegible][2]

[illegible]

[illegible]

1- [illegible]

2- [illegible] 2008/08/26 [illegible] 2 [illegible]

[illegible]

[illegible]

[illegible] (Target) [illegible]

[illegible] *

[illegible]

"[illegible]" [illegible] 2004 [illegible] (Daihatsu Charade) [illegible] (Tombola) [illegible]

[illegible] 2005 [illegible] (le kit sécurité confort) [illegible]

[1]- www. Elkhabar.com : le 06/08/2008.

[illegible]

[illegible] (15) [illegible]

[illegible] (Target) [illegible]

[illegible]

Ǯǀǉǌş ǕǶÊǌǉ – ā

:БǕǬǉǉ ȷζǳǕǉǉ ǼÊǵ ǕǝǉÂƨǉ ǕǨζǕζǩ Ž ǧǉǿǕǀÊǉǉ ǮǬǉ ǕǶè ǻǼɄǬǕ

ǴǽǕǉǉ Ì ɳǕŁ + ƵǀǉǕǉǬǉǉ +(ȷǕǽǕǀǉǉ Ž) ȳɍǉ ǦõǕÎǉǉ 8Ǖù ȸɳ ǻǼǂǉ ǕǶÊǉǉ = (TTC)ǕǶÊǉǉ

Ûƙ̂ÊζǕǕţǉ Ǯɳ ǦǕǕǶÊǉǉ ǦǮǅǉζţǉ ȸǮ ǻǕǶǬǽɍǕǽ БǕ ǕǮǶȓş ʔǕǮ ǖǕǕɄǕǉ ǕǨζǕζǩ ǦÊèǘɳ ǖǅζǕǨ ǦǴǿǕǉɳ ǕŁǿǕǶèǕ ţǕǕǨǿǉ ǦÊèǘţǉ ¢ǽǿƎǨǕɳ ǉǾŁş ǕǕǿǕɳǼǹ ƙ̂ÊƠş ǕǿǕǅζǬǕɳ ǕǕζÛǨ ʔǕǮ ǻǕȶǬǮɍǉş ǻǕǕǉǉ Ōǹǻ Ùèζǭɳ Ǯɳ ǦǴǿǕǉţǕǽ ÕǉǾõş ǕǕǮǕɳ ǦǕζǀèǿǉ ǕǾζÔǹş ƻǕǹɍǉ ǧǕõǕÎǉǉ ȒǶǴǽ .ɃǕǝǉÂƨǉ

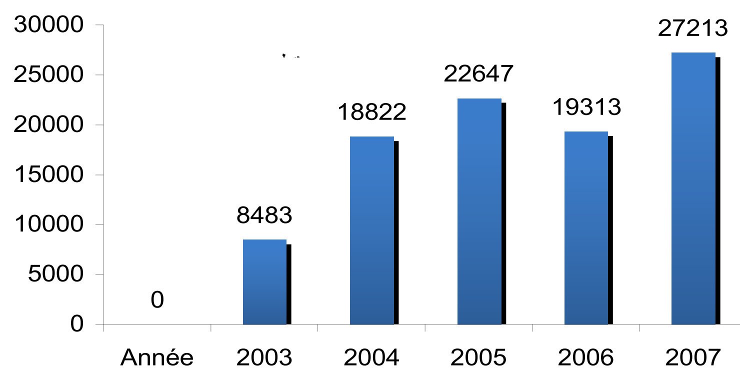
ɄǕǹǉǼǉǉ ƻζǬǂǕǽ ǦǉǕǶǬţǉ ÒǝǕÔʅǕǽ ǕïǕǴɳ ŌÒÎǽ ǕǬǕǬǕ ɄǝǕǮǕǉǉ ǕǶÊǉǉ ȷǉ ǕǨζǕζǩ ƻǕǨş ȧζÊǉǉ ʅǀÊǉǨ Ž ʅŁǕÊǕ ǕǶÊǉǕζ ÛÕǕǮǬÊȶǕǉ ǦɳǼǉţǉ ǦɳǼʅǉ ƻζǬÊɳ ǕǬǖǬǕ ǕȶÕ Ûǰ̌ǬǕȶǕǉ ɄǅǿǕʅǉş .ǦǕǕǬƯ ǿǕǶèǕ ǕǮ ǻǼǮş ǦǕǕǬƯ ÒǝǕÔɴ ƵÔǬǨ Ɣǉǉ ǥǼǵǉζǉǉ ǦǮζȶǉǉ ǧǕǅζǬǕɳ ƘǶÊǬǽ ƸǕǶǬǕ ǕȶǀζΙ

(Yaris) "ÈǕǿǕǕ" ǥǿǕǀÊǉ ǯǻ920000 ƙǽ ǦǀǵǕǀÊǉǉ ǕǨζǕζǩ ǧǕǴõǕɳ ǿǕǶèǕ ǳζşǉǕǬǨş ǕŁǿǕǶèǕ ǳζşǉǕǬǬζ (4X4) ǮζǼǉǉ ǦǀǮǕǽǿ ǧǉǿǕǀÊǉǉ ǕɳǕ Û(Dyna) "ǕǕǻ" ǥǿǕǀÊǉ ǯǻ317000ş Žş .ǯǻ785000 ǦǕǕɖ БǕ (Landcruiser) "ǿǚşǕõ ǼǬɍ" ǧǉǿǕǀÊǉ ǯǻ270000 ƙǽ ǧǉǿǕǀÊǉ ǯǻ219000ş ǯǻ1150000 ƙǽǕɳ ǳζşǉǕǬ ǕŁǕǶÊζ ǦǀǶǕǕǉǉ ǧǉǿǕǀÊǉǉ ÒƩǕɳ .(Hilux) "ÈõζǕǀŁ"

ɳǕǴǕ ǽǕ ÛǕǨζǕζǩ ǧǉǿǕǀè ȸɳ ǦǽǿǕǉǬɳ ǕȒǕǕ ǕŁǿǕǶèǕζ "ζÊǨǕǮǕǉǻ" ǧǉǿǕǀè ÒƩ ǕȶǀζǕ ǕɳǕ ǯǻ1190000ş Û(Sirion) "ȷζǕƘè" ǥǿǕǀÊǉ ǯǻ910000 ǦǀǵǕǀÊǉǉ ǧǉǿǕǀÊǕǉ ɃǼǮǕǉǉ ǕǶÊǉǉ ā ôǕǶǨ ɄǮζ (4X4) ǮζǼǉǉ ǦǀǮǕǽǕǉǉ ǧǉǿǕǀÊǉǉ ǕɳǕ ،(Materia) "ǕǕƘǨǕɳ" ǧǉǿǕǀÊǉ ǯǻ107000 ƙǽǕɳ ǕŁǕǶè ǳζşǉǕǬǀζ ǦǀǶǕǕǉǉ ǧǉǿǕǀÊǉǉ ǕɳǕ Ûǯǻ162000 ǦǕǕɖ БǕ ǯǻ150000 .(Delta) "ǕǬǉǻ" ǧǉǿǕǀÊǉ ǯǻ389000ş

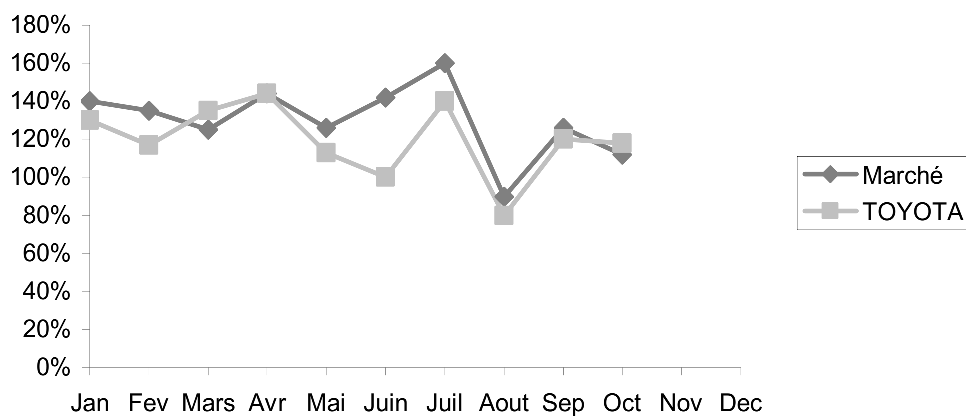
Ɣǉǉ ǧǕǶǀţǉ ƻζǬÊɳ ʔǕǮ ǕǝǉÂƨǉ Ž ǕǨζǕζǩ ǦɳƳǶǉǉ ǿǕǶèɉ ɄÕǀÕƩǉ âǕÒǶɍǉ ǕǮṬǕş :ɄǕǕǕɳ ǼǀǵÕǉǽş ǕǕζǕè ǦÊèǘţǉ ǕǮÕÕƠ

[1]2007 БǕ 2003 ȸŋ ǺǩǫǺǫǩ Ž ǧǺǶǴǤţǟ ǿǪǛǩ :(10) ǈęǿ ǑǑǏǟ



2007 ǦǺè ǦǺǺď БǕ 2003 ǦǺè ȸŋ ǺǝǟǺƨǟ ǺǩǫǺǫǩ ǦÊèǘŋ ǧǺǶǴǤŋ ǿǪǛǩ ǑǑǏǟ ǟǾŁ ǑǮƹ ŞǵŸǫ ǽǕ ǦǺè Ǒõ ǧǟǼǵǫǟ ȝǼǟ ǻǼȝ ǥǻǺǺǟ ȹǕ Ǜǧ ǺǶǴǤţǟş ǦǼǺŋǺǟ ǦǟǟǼǟ ƙǟ ǺǺǻǺǜ ǺǤèǺǺǩ ǺƮȚǺş ǦǤõǺŋ 22674 БǕ ƙǪǼǟǫţǟ ƙǪǺÊǟ Ž ȝǺǩǿǟ ǛǦǤõǺŋ 9000 ǟşǺǱǫǪ Ɓ 2003 ǦǺè ǧǺǶǴŋ ȷǕ ǦǺè ǨǶǼǟ ǥǿǺǼè19313 ǑÔǪǟ ǺǼǤÊǫ ȓǫǤǬǟ Ž ǧǺǶǴǤţǟ ǦǤÊǫ ǧǻǺȝş Û2005 ǦǺè ǨǶǼǟ ǺƮȚǺ ǺŋǫȶȝŞ.2007 Ž ǥǼǧş27213 ǫǑè ŋǤǤǪǟ ǟǻǼƒ ǻǫǶÔǟ БǕ ǧǻǺȝ ż ȸŋş Û2006 ǼŸǛǟ ǻǺǺǻǟǺǟ ǺǩǫǺǫǩ ǰǪǺŋ ǳǺȢ ȝŸȝ ǿǼǺǘ ǧǺǶǴţǟ ǦǤÊǫ Ž ǺşǫǶŸŋ ǟǼǺǟǺǩ ɃǿǟǺǑǪǟ ǯǿǼţǟ ȼǴŸȝ

[2]2008 ǦǺè ǻǫÊǟ ǦõǺǥ ȝŋ ǦǫǿǺǑŋ ǺǝǟǺƨǟ ǺǩǫǺǫǩ ǧǺǶǴŋ ǿǪǛǩ :(11) ǈęǿ ǑǑǏǟ

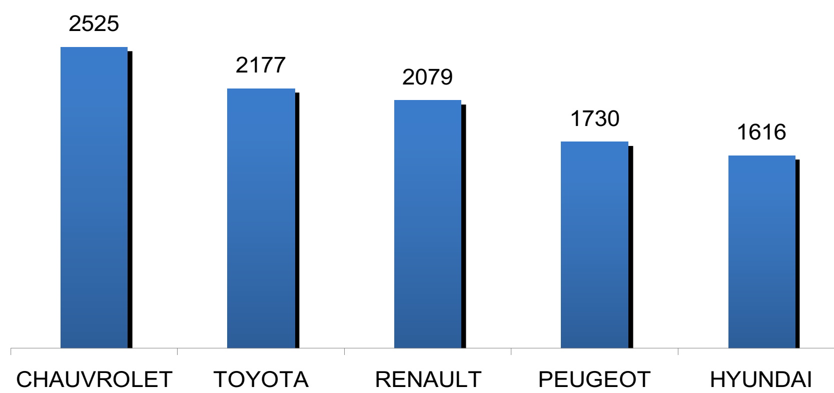


ǺǝǟǺƨǟǺǩǫǺǫǩ:ǿǼǑţǟ -[1]

ǿǼǑţǟ ÈǺǫ -[2]

[illegible] 2008 [illegible] %140 [illegible]

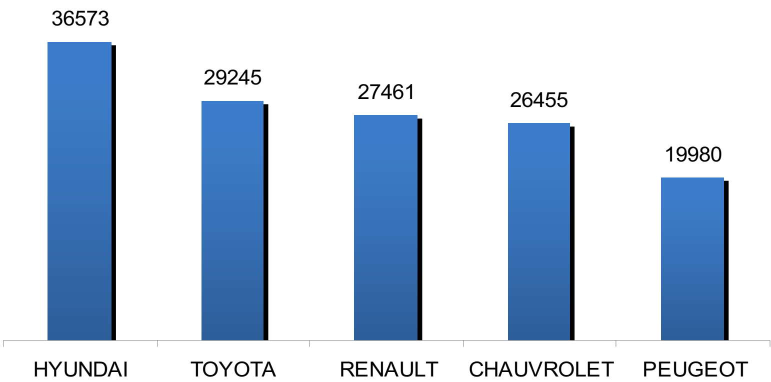
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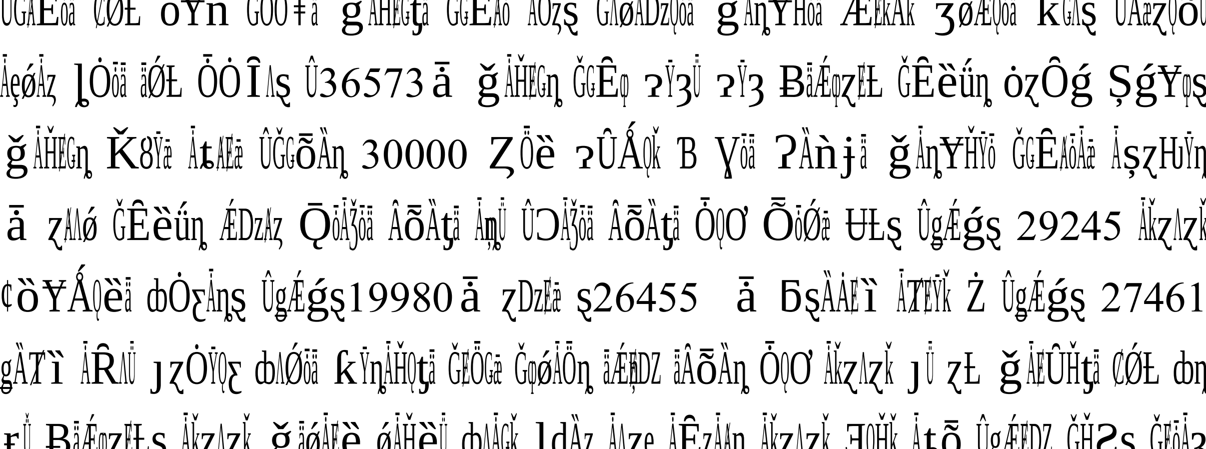


[illegible] 2008 [illegible] 2525 [illegible] 2077 [illegible] 2177 [illegible] 2000 [illegible]

[1] - [illegible]

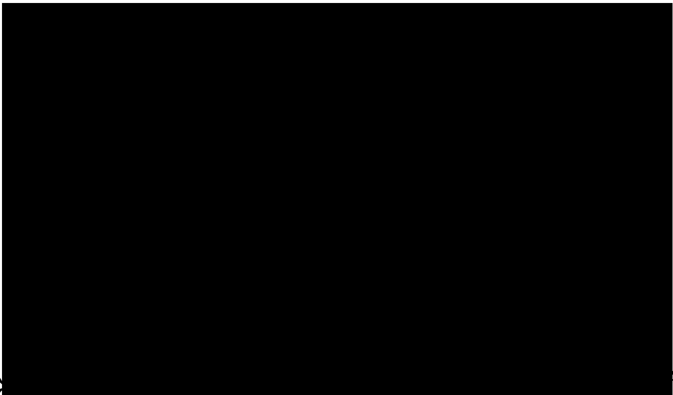
2008 ... :(13) ...





... 2008 ... 36573 ... 30000 ... 29245 ... 27461 ... 26455 ... 19980 ...

2008 ... :(14) ...

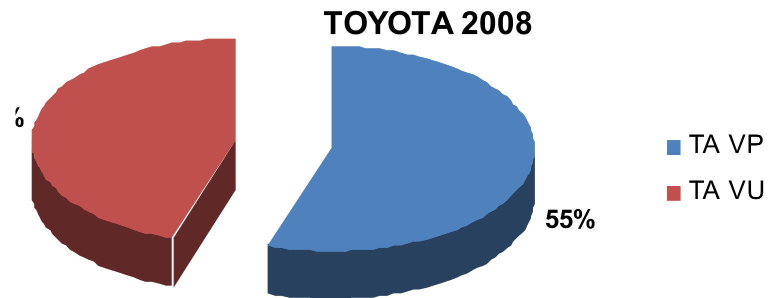


[redacted]

... %77 ... 2008 ...

ŗÀĢęã ōÅÅŁ ǰÜ ŁĤÅ ãØŁş Û%23 ĞĞÊÅæ ĶĤĦæ ÆÖǭ ĞòÅʅã ğãøÅÆÊöã ÅņÜ ÛĞÆĤÀÅöã ğãøÅÆÊöã
.ÅŁĶď ÞŋÄǯõÜ ÛĞÆĤÀÅöã ğãøÅÆÊöã ʡŸȝ ÅĦƕȓãş

2008 ĞÅÊö ÅǩǯÅǯǬö ĞòÅʅãş ĞÆĤÀÅöã ğãøÅÆÊöã ğÅĤÆĢŋ :(**15**) ƗęøǑÒÎöã

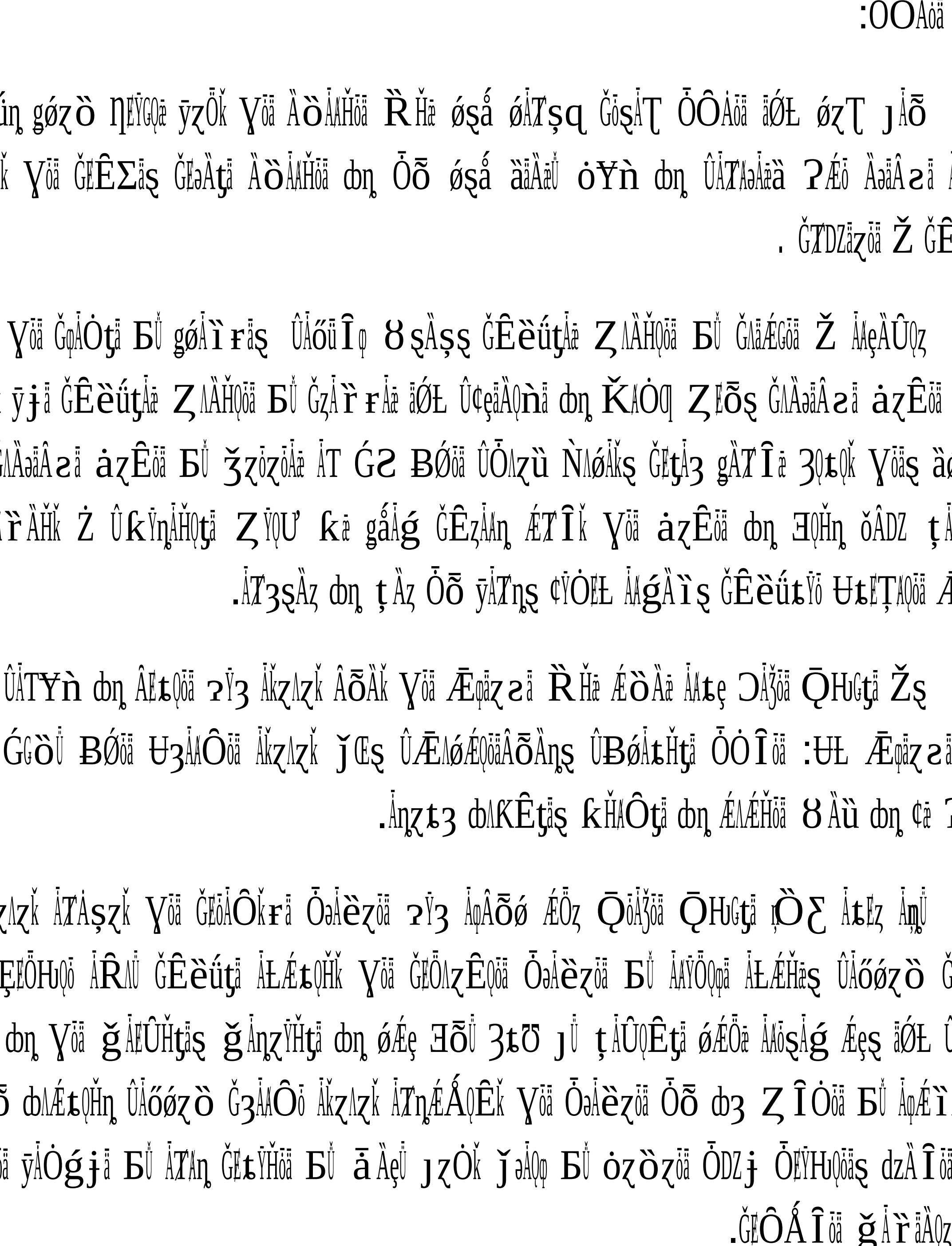


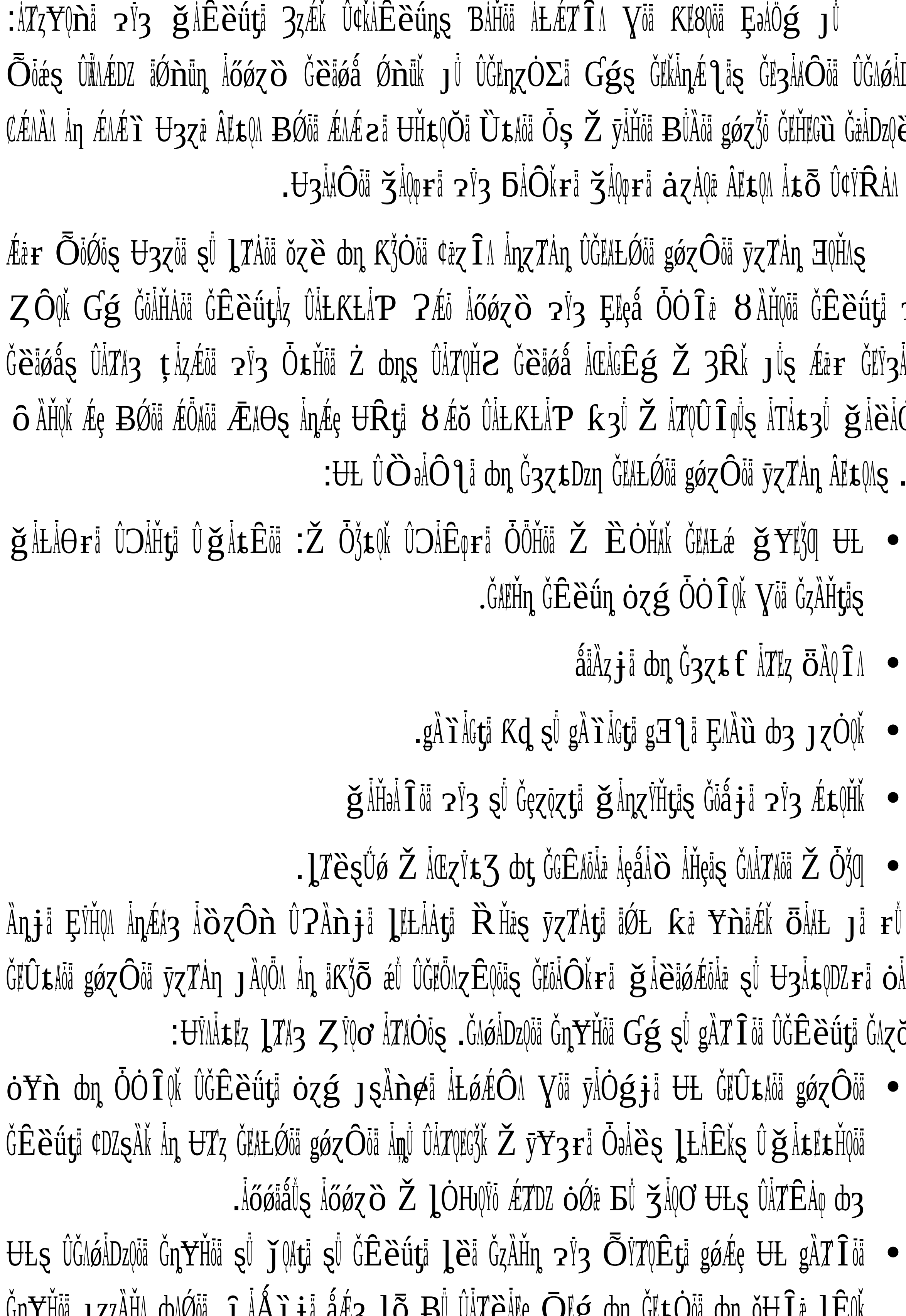
ĞÅÊö ÛĞòÅʅãş ĞÆĤÀÅöã ğãøÅÆÊöã ÞŋÞŋÅǩǯÅǯǩ ğÅĤÆĢƫ ĞÆĢÊǫ ģÀǝãá ǑÒÎöã ãØŁ Ǒǯƹ
ɄŁ ĶĤĦæ ɣöã ğãøÅÆÊöã Þŋ %55 ĞĢÊǫ ȷÜ ǑÒÎöã ãØŁ ÄƮȚÅş ÛÄǣǯǬōÜ ÄƮì ĞÅÅď БÜ 2008
ğÅĤÆĢŋ ǟøÅÖǩ ʡŸȝ ŗşÜ ȯÆÅ ãØŁş ÛĞòÅʅã ğãøÅÆÊöã Þŋ ɄŁ %45 ĞĢÊǫş ĞÆĤÀǫ ğãøÅÆè
ȷÜş ÛɄǲÅǬǫŗã ÅƮƶÂŋ Ž ǘǯÅÒǬöã ĘÖƠ ȷÜ ĶȝÅÛǬèã ÅǩǯÅǯǩ ȷÜ ǑÖǣ ŁĤÅş ÛƙȝǯÅöã ɣõ Þŋ ÅǩǯÅǯǩ
ğÅǲǬƫã ǟÅÊǵ ʡŸȝ ƙĤŋ ƫǯǫ ȝÆæ ʡŸȝ ÆȽǬĤǩ ŗş ÅƮȝãǯǫÜş ÅƮÅÒìÜ ƵŸǬÅŋ ÅǖÅǲǬƫ ǯşÄǩ
.ʔÀǹǰã

ȷÜ ÞÒƹ ǻǯęş ĞÆŸŅ ǑȽĤÅ ÅÆǲŁ ãäÄù ğãøÅÆÊŸö "äøǯǩǯŋ ÅǩǯÅǯǩ" ĞõÄì ğøǭù Æęş
БǓ ŏǯǲŸöã ȷşǻ Þŋ ĘæÅÊöã ÄãÄÛöã ǒãǻǖ ĞǫøÅÖŋ ÛÅĢÀÄÖǩ ğãÄŋ ǫŸǭ øãÆÖŋ ȯǯùÜ ĞǯÅÊŋ ȝÛÖÅ
ÅŒǰ ɣöã ĞÅǲƮƫã ğãøÅÆÊöã ǯÅǬǭÜ ȯÅƒ Ž ģÆǝãø ÅǩǯÅǯǩ ƎǬĤǩş .ǻǯęǯöã ǵÅÅä şÜ ÞĤÎöã ǵÅȝÜ
ȝÛę ʡŸȝ ǵøǻÅę ǵÆÅÆƨã ǵøÅÆÊöã ǰùǯ ÛĞõÄÎöã ĶĤȓşÜ Åŋ Ęǯşş .ǻǯęǯöã ōŸƮǬèã Ž ĞǻÅÒǬęã
äãÄÛöã ȷÅõ ɣöã ãÄǬŋǯŸõ 330 ĞǯÅÊŋ ĞǫøÅÖŋ ÛÞĤÎöã ǵÅȝÜ ȷşǻ Þŋ ÄǬŋǯŸõ 830 ĞǯÅÊŋ
.ȼĤÛę ʡŸȝ ãøǻÅę ĘæÅÊöã

ǑÒÎæ ğÅĢõÄƫŸö ĞƫÅĤöã ğÅĤÆĢƫã Ž ÅȝÅǩøã ĞǫÅæÅÆÊöã "ÅǩǯÅǯǩ" ĞõÄì ğÅĤÆĢŋ ĶŸǲèş
ȯşǰã ȝæÄöã Ž ǵøÅÆè ƙÅŸŋ 4.54 ȯǻÅĤÅ Åŋ şÜ % 3 ĞĢÊÅæ ğÅĤÆĢƫ ȝǲǣÄǩ БÜ ǑÖǣ ǻǯĤÅş .ĶĢõ
.ĞÆÆǩŸöã ÅÒÅŋÜş ÅÆèÜş ÅæşøşÜ Ž ğÅĤÆĢƫã øÅĤèÜ ƫÅÅǩøã ÆĢÊǣ ãØŁş Û2008 ȳÅȝ Þŋ

ȯǟȀȺǅ ğǞǰǼǤŋ ɂỲɜ ƑỲè ŌȮΪǣ ȄȮǰǿǟ ǥǼǶǪƫǟ ğǞȀɍǅǟ Ž ǻǅǫǅǟ øǞǰèǛ ƫǞǠǩøǟ Ƙǫǟǩ ɟǛ
ŌȒǞǣ 2008 ƃǞƫǟ ȳǞǰȫǟ ȯƳǹ ǦǼèǞǼǫ ǳǅǞǣøǛ ǬǼǬǑ ǨǠỲɜǛ Ǽǫ "ǞǩǅȀǅǩ" ǦõȀì ǨǬǞõş .ȁøǅǩǅŋ
ǦõȀΪǟ ğǞǰǼǤŋ ğǻǟȁ Ǽǫş .ğǞǬǞȀǟ ȐǠǹ ȜǛǹ ǰŋǟǞǣş ƙȎǟ Ž ǦȍǞǹş ǤȀǅǬǟ ğǞǰǼǤƫǟ
ǡǞÊǵ ɂỲɜ ƃǞΣǟ ȳǞǰȫǟ ȯƳǹ ƁǞǰȫǟ Ž ğǟøǞǼÊǟ ǶǳǅǪȀŋ ǦƭǝǞǫ øǼȎǪǬ ɂǰÊǩ ɣǟ ǦǼǬǞǣǞǼǟ
.%9.8ǦǤÊǞǣ "ȁøǅǩǅŋ ȯǟȀȺǅ" ǦǼȮȀȀŋɉǟ ǞƮǪÊǅǞȀŋ
ğǞǰǼǤƫǟ ǬǼǵ ȹŋ ǞǼƫǞɜ ƃşɉǟ ǦǨȀƫǟ ǞƬƳǪǵǟ ȹɜ "ǞǩǅȀǅǩ "ǦǼǬǞǣǞǼǟ ǦɜǅƭȪǟ ǨǞΪõş
ǨǶƱ Ǽǫş Ȗ"ȁøǅǩǅŋ ȯǟȀȺǅ" ǶȮȀȀŋɉǟ ȄǅǞȀƫǟ ǦǼȖǺǪŋ 2008 Ǧȁè ȹŋ ȯşɉǟ ǶèǟǼÊǟ ȯƳǹ
ǞƮǪƹȀȾǟ ǥǼǵş ɟǅǼǹŋ 4.67 ȬǞǞȬŋ ǥǼǵş ɟǅǼǹŋ 4.7 ȹŋ ȀøǯõǛ ǬȀǅÊǩ Ž ǦǼǬǞǣǞǼǟ ǦõȀΪǟ
.ǶȮȀȀŋɉǟ
2009 ȳǞɜ Ž ǥøǞǼè ɟǅǼǹŋ 10.4 ȝǼǤǟ ǞƮȖǛǹ ȹɜ ȁøǅǩǅŋ ǞǩǅȀǅǩ ǦõȀì ǨǠỲɜǛ Ǽǫş
.ğǞǤõȀƫǟ ȹŋ ȴȮǟ ǟØŁ ȝǼǤȀ ƁǞǰȫǟ Ž ğǟøǞǼè ȝǬǞȍ ȯşǛ ǴǤȎǪ





(Toyota way)

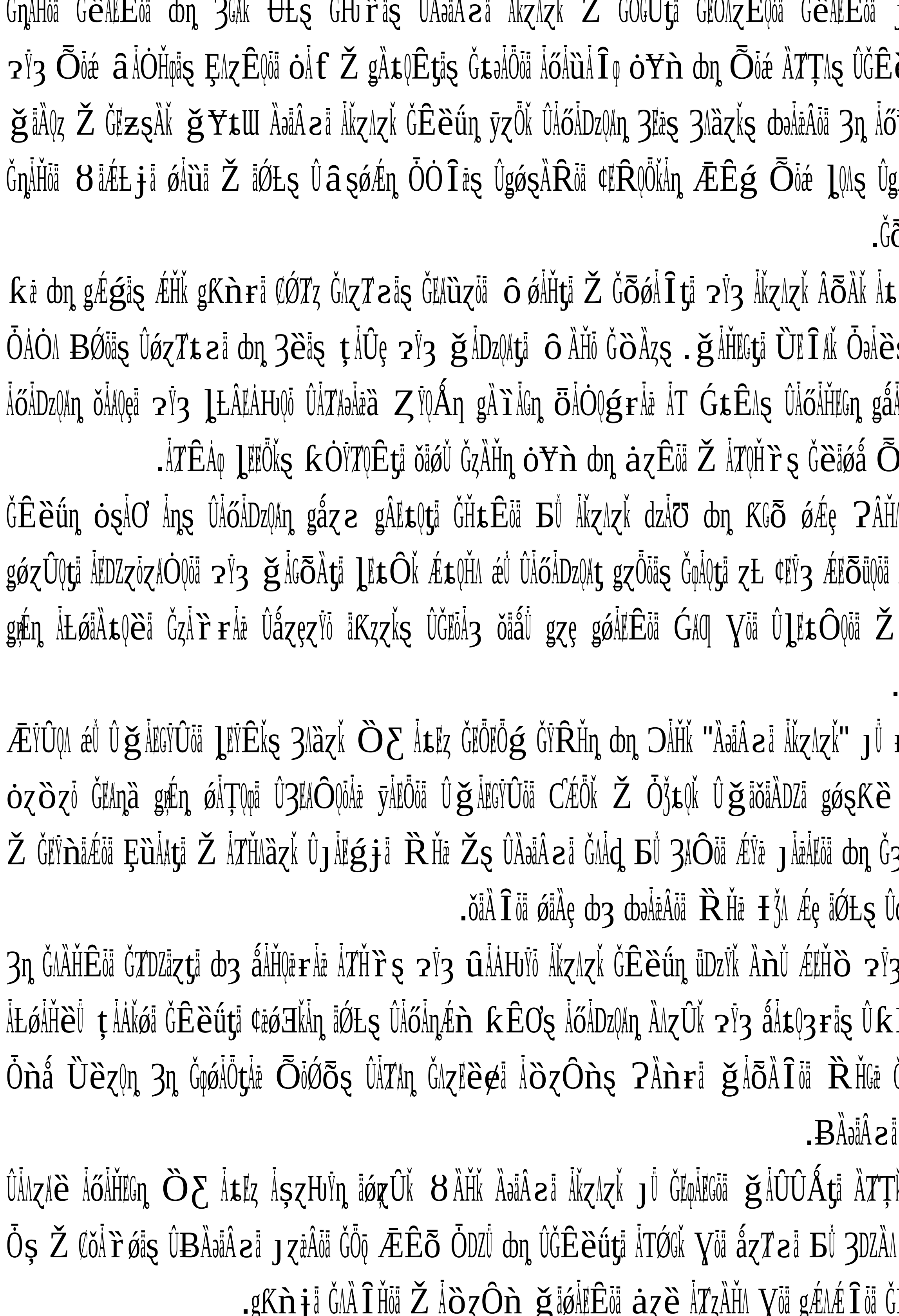
[illegible]

- [illegible]
- [illegible]
- [illegible]
- [illegible]

[illegible]

- [illegible] (Out look). [illegible]
- [illegible]
- [illegible]
- [illegible]

[illegible] (Caritatif) [illegible]



[illegible]

[illegible] *

-1 [illegible].

-2 [illegible].

-3 [illegible].

-4 [illegible].

[illegible] *

-1 [illegible] (Just in time) [illegible].

-2 [illegible].

[illegible] *

-1 [illegible].

-2 [illegible].

[illegible] *

-1 [illegible].

-2 [illegible].







ȝøǅăÀţă Ǧŧəǻę

ǦŀǣÀȞŏă Ǧ8ŸõǻǣȀ Ȅŋăǫ Ŏŏă

-1 ÛƗ ȓ)Û 8øǻÔţăş ŎǺǭŧǬŏă ÛǦǦèǻ ǂă ÛǦǺøăåqă ÿǭŸȞŏă ğǻȞǗŸÛÔţ ŎŋǻÎŏă ǈǅȞţă : âǻǤȝ ƘÎǣ ȧŸȞŏă
(øŁ1425 ǺǦȞŏÛյ Ÿȝ ɼăş ȝǺăǭǬŏăş ÀÎǺŸŏ ǦȞŋǻƨă øăǼŏă

-2 (1989Û ğşƘǣ ÛȧşÀÎŏă øăåÛƗ ȓ)ÛǦȞŋŸȝɼă ğǻȞǗŸÛÔţă ǈǅȞŋ :ÿÀõ ƑŸì

ǦŀǣÀȞŏă Ǧ8ŸõǻǣȀ ȝǅăÀţă

-1 ǭǣǕ ǬȞę Ȥ ǼǤȝ ȆŸÊŏă :ÿ ǢèǼŁ ȝɼă Ÿյ ǅęŸȞŏăş ğǻęŸȞŏă ÛǦŋǻȞŏă Ǿøǻ ÔèɼăȀ (ÛǦǺøǼǺÔèɼă ÛǦǺøǼǺÔţă ǼǬÔţă ŸÀȞŏă
(2001ÛǬǺǼΣă

-2 ŮşƒèşǕ :ƘŸõ ğǻęŸȞŏă ǦŋǻȞŏă ǼǺÀȞǬŏă ÂõÀŋ.ÀǨÛǦȞǅǻǺŏă ǼǺÀȞǬŏă ǼǺÀȞǬŏă) Ǧƒ ƎŏăşǼǺÀȞǬŏă ÛÿǭŸȞŸŏ ǦŀǣÀȞŏă øăǼŏă) Ǧ ƒƎŏăş (ǸǺøǻǨ յşå Ûÿǭ

-3 ǻȿ ƨă ǺŧŢ ǈèăø ǹ Ǽţ Ţ ǻĂ ğ Ƙǹ ǭȞŋ ō :ŮǻåǺăø ǥ ğǻęŸȞŏă ǦŋǻȞŏă :ŎǹǼţă ŎǹǼţă ɼ èÀǬǺǅǨ ǅǺŦÛ
(2005ÛǦȞǻǤŸŏă ǦǺÀÔţă øăǼŏăÛğÀŁǻŎŏă)

-4 ƁǼǺǼΣă ǉŋ : ǦŋǼŎŋ Ž Ûյ Ÿȝɼă Ž (ȝ .ÿ. ţÛ øăåÛ ÀÔǺŏă ŸÀȞŏă ÛŸ 2002)

-5 ǸǻȞţă ƁåǻÀǹ ƁǼŏǻǹ ş ƁøǼę ǼǤȝ ǼǺŎŏă :ÀţìǼ ţă ǼǺÀţă Ž ǅǬǽǺţă ǦǺŏăş ǬǗǦŏă ŸȞŏă ÛŦŧ (ÛÀəăÂƨăøăåÛ
(1996ÛǦŋǭŁ

-6 ǼǤȞŏă ǼǤȝ ǭùǻȝ ƃǼǤȝ:ǭòǭ ǻǹ ǈŸȞţă Ž ǭèş Ŏəǻ ŎǼŏǻ ɼăÿȝ Ÿյ Û ȓ)ƗÛ ȝ ÿ ţÛ øăåÛ ÀÔǺŏă ŸÀȞŏă ÛŸ 1997)

-7 ǻÔŏǻǆ ȝǻ ŸǼèȝǻŧɼ ǻ: ǭèşǻ ŎǺǻ ɼăȝ Ÿÿ ǭǻȝǻ ǦǼǺ ǭÔŏă ǭøǥǺŏăǼǼ ŁŦǼǦÛ (ŋÔǬǦǦ ǻÀǅ ÛŧǼ ǼǻÛ ţ ÿ 2005)

-8 ǻÔǗƀ ǭǼţ ǭǼǺŏă : ǭǼǻ ğǻęŸȞŏă ǦŋǻȞŏă :ţǻǺǻǅǺ ǽǬşǤţ) ǼǺÛǼǤǺǼǥ ǭÔǺŏă ǼǺŏă ǻǻǤ ǫǼǥǺǨǻǺǼŏ ǦǼŏǬÛ 1988)

-9 ǻÎǭǺǐǼ :ǅǼò ǬǼǺŏă ǬǼǺ ǦǼǤÊǬǼ ǦǼǤǭ(Ǽǻǭ ǻǺǼǺŏ ǬǼŏă ŎǼǻǦǻ ǼǺǻǆ ǦǼǤǻǭǺǔǺǦ)1984

-10 ǼǺǣǺ ǼǺǻƥ: ǻòǼ ǻò ǭòǭ ǻǬǻǦǻ ǼǻǦŧǦǻǺǻ ǼǻǇǼŁǺǻǼ Ǧ9 ȓ) ǦǷǼǤǺ ǼǦǺǻǺǼǺǭ Û ǦǼǤǺǭǻǺǼ ǺǺǦǻǦ (1996

-11 ȧǭęÀǣ ǼǤȝ ǦǼǣå ÛƥÀŏă ǼǤȝ ƃǻȞŏă :ǺǼǺǻǺǼǦǼ Ž ǼǺǻȝǺǼ ÛǦÊèǻţă (ǼǻǼǺǼǺǼ ǦȞǻǅ ǼǺǻǻŋ Ûǣǭǭǻǻŋ ÛƁ 2003)

-12 ğǭǬÀǣ :ǗŸȝ ǈǬǬǻ ǫǻǥǻǻ ǻǻǻǭǻ ǻǦǼǺ ǻǺŧǻ ǭǭǻ ǻǺǻǭǻ Ƙ Ûǻǻ ǻÀõøŋÛǻǻǻǻǻǻǦÛ2008)

-13 ğǭǬÀǣ :ǗŸȝ ǦǣǻǬÔŏă ğǻęŸȞŸŏ ǦŋǻȞŏă ǦǼǻǭ Û ƘÛÊŸǭ) ǦǻǻǭǺǻǦÛ2007)

-14 ÀŁǭǅ ǼǤǺǼ :ŦǅǻǗǺ ǭèş ǻǦǻǭ ŎǺǻ Ž ğǻęŸȞŏă ǦŋǻȞŏă :ŎǹǼţă ŎǺǼǦǻǺ ƃǻÔǨɼă ǦƗ ȓ)ƗÛ ǻǺǼţ ǻյÛ ǭǬÔŋ ǦǬŏ
(2000ÛǼǺǼÀŏă

-15 յǻęşǻ ğǻǺǼǦȝ յ ǭşÀǹǗş :ŦŧŸȞŏă ǬǗǦŏă :ǗŧŸȞŏă ǣǭǬǻǭǻǻ ǣǻǻşǻǦ ǦǻǭǻŏǻǺşǻǻǦ (ǻǦǻǻǦǻǻ ÛƁşɼǼǺǼ øǻǻǻǻǻǻǻǻ Ûյǻǻǻ 1989)

ƁȀȝÛ2ȓ) ÛÿƳȝɌä ǫǶƜȘ ƟȶŸȞöä ǬǶǶǶä ǰĿȦƞ Ž ǧȦèäøá :ÆȶȚ ƘƧ ƙÊǵ -16
(1995ÛǧȀĿȦÕöäÛÆǪÒöä

(1999ÛȀÎȦŸö ǦǬäøǶöä øäåÛȷåøɉä) ÛĘȦǶÊǪöä ÙåȦǤƞ :ƆȦĿ ȷȦÆä āȦǵ -17

(1981ÛǦÆäȦȞöä ǦȒƬȦöä øäå ÛȀÎǫ ȷȦÒƞ ȷȘÆä) ȷƳȝɌä :ÆþÛ ÆÌäø ȯåȦȝ -18

ȷäǶȦå ÛȀäȦƨä Û2ȓ) Ûǫ ǶƔǦöä åäÆȝä ȧȦùȘ ƟȶŸȞöä ǬǶǶǶä ǰĿȦƞ :ÆȦȀ8öä ÆȶȚ ǠȦÒöä ÆǦȝ -19
(1999ÛǦȞƞȦƨä ǧȦȝǶǦÛţä

(1998ÛǧȀĿȦÕöä ǦǬÒţä Ûţ.ÿ.ǯ) ÛȀòȦȞţä ĘȦǶÊǪöä :!ä ÆǦȝ ÆȶȚ ȸþȀöä ÆǦȝ -20

(2003 ÛǧȀĿȦÕöä ÛÆǪÒöä ƁȀȝ ÛȀÔƞÛ2ȓ) ÛǦÆĿǾöä ǥøǶÔöäȘ ǦƞȦȞöä ǧȦęƳȞöä Û ƟŸȝ ǥǶǄȝ -21

(2005 Ûţ ÿ ǯ ÛǦøÆȦÒèɌä ǦȞƞȦǄ) ÛĘÆǦÛǪöäȘ ǦȦȚȦöä ƙä ǦƞȦȞöä ǧȦęƳȞöä :ƟŸȝ ȷäȘÆì ǦǦÆì -22

(1997ÛţȦȞìɌä ǦǬÒƞ ÛǧȀĿȦÕöäÛ1ȓ) ÛǦÆȝȦȶǪǄɌä ÿǶŸȞöäȘ ƟȶŸȞöä ǰƬȦţä :ƟŸȝ ÆÆÊöä ȦǪì -23

(1998ÛāȦǪÒŸö ǦøÆȦÒèɌä ÂõȦƞ ÛȀÔƞ)ȯȦȶȝɉä ȯȦƒ Ž ǦÆÊǶȦȦǪöä ǧȦÆţä :ƟèȦƞ ŌÆǦǫ ŌÆŸǹ -24

ǦÆäȦȞöä Ǧ8ŸöȦä ǧȦèäøÆöä

ǦȞƞȦǄ ÛƘǪÊǄȦƞ ǦöȦèø) ƟȶÆȚȦǪöä ÿäȦǪöɌȦä ȦƬǪęƳȝȘ ǦÆȶÆȚȦǪöä ǦǶȦÕǯöä :ÆöȦȡ ȸä ÆȶȚ ƟȦȦȞöä -1
(2005 ÛǦÆȦƞɉä ÿǶŸȞŸö ǦÆäȦȞöä ƷȦǫ

ÿǶŸȞöä ǦÆŸõ ÛƘǪÊǄȦƞ ǦöȦèø)ÛÕŸƬǪÊţä õǶŸè ɁŸȝ ȦĿȦǪÛȘ ǦÊèúţä ǥøǶò ȴÆÕǩ :ÆȶȚ āȦĿȘ -2
(2006ÛȀäȦƨȦä ǦȦåȦÔǪęɌä

ǦÆäȦȞöä Ǧ8ŸöȦä ǧäøǶÎȦţäȘ ǧƳÕä

(1996 ƎȶǶǶǫ)79ÛǦÆţȦȞöä ǦǶȦÕǯöäÛƟƔǦò ǳȦǪȦöä ÆǦȝ:ȦǨ Û"ǧȦƞàɉä ǥøäåÛ":ź Ɵè ǶÆĿ -1

ǦǶȦÕǯöä ÛƟƔǦò ǳȦǪȦöä ÆǦȝ :ȦǨ Û"ǤÆȞä ȘÛ ȦƬǪȘÆǵ ŌǦę ǦƞàɉäǥøäåÛ" :ÈöäȦǫǶǄ ǶÊǫǶȦöÛ ȘȦȀĿ -2
.(1996 ƎȶǶǶǫ)ǦÆƞȦȞöä

ǦţǶȞöä ƙä ǨÆǫȀǪǫɌä ǦÒǦì ɁŸȝ ǦȦøȦǄǶǪöä ǧȦƞƳŸȞŸö ǦÆĿǾöä ǥøǶÔöä Û ȸǨȦǶ ÈȦȀǪȝ Ș ȷǶÊÆƞ ÆÛę -3
ǯ ÛȷäǶŸǵ ǦȞƞȦǄ ÛøǶÎȦƞ ÛǨÆǫȀǪɌȦä ȴÆǨǪŸö âåȦÊöä ƃȘÆöä ȦǪúţä ƃÛ ÿÆÕƞ ǬƜ)ȦÔȞöä ǧȦȦÆƠȘ
.(2007Ûţ ÿ

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<u>**فهرس الأشكال**</u>

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